



THE UNIVERSITY OF MICHIGAN

POPULATION FELLOWS PROGRAMS

2002 Annual Report



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Cover Photo: Former fellow Sara Holtz marches with the Director of Senegal's National AIDS Control Program in the 2000 World AIDS Day march.

Photo Credit: Alioune Niang

TRAINING THE NEXT GENERATION OF LEADERS IN INTERNATIONAL POPULATION

The Population Fellows Programs were designed to develop future leaders in the field. To do this, we provide fellowships and internships that achieve three interrelated goals:

- offer career-development opportunities to promising professionals;
- provide technical expertise to organizations working to improve quality of life in the developing world; and
- advance the field by supporting best practices, innovative programs, intersectoral cooperation, and diversity among practitioners.



ABOUT THE POPULATION FELLOWS PROGRAMS

The Population Fellows Programs were established in 1984 to train the next generation of leaders in international population. The Programs now include seven components designed to further the professional development of those building careers in international family planning and reproductive health; exploring the emerging field of population-environment; or engaged in essential dialogue on the relationships among population dynamics, environmental degradation, and international security.

The Programs are funded primarily by USAID. We received additional support in 2002 from the Compton Foundation, The Summit Foundation, and the David and Lucile Packard Foundation.

Mothers in Phnom Penh, Cambodia, bring their babies to be immunized at a village health center that uses auto-disable syringes and safety sharps containers.



The Population (Pop) Fellows Program

Offers professional fellowships to individuals with an advanced degree in a population-related area. Fellows¹ receive two-year assignments with organizations working to improve family planning and reproductive health care in the developing world. Fellows gain the on-the-job experience they need to launch their careers while providing their host organizations with technical assistance in program design, implementation, and research. Fellows are generally early-career professionals and must be U.S. citizens or permanent residents.

The Population-Environment (PE) Fellows Program

Offers two-year fellowships to individuals with an advanced degree who have expertise in both population and environment. Fellows work on projects that combine assistance for threatened environments with attention to the population dynamics and reproductive health needs of the communities living within them. The program aims to develop fellows' skills; provide technical assistance; and foster the development of linked approaches to population, health, and environmental issues. Fellows are generally early-career professionals and must be U.S. citizens or permanent residents.

¹ Fellows placed at host organizations other than USAID are technically referred to as Michigan International Development Associates (MIDAs), but the term "fellows" is used throughout this report for simplicity.

The Professional Exchange for Applied Knowledge (PEAK) Initiative

Aims to build the capacity of professionals and organizations from developing countries to offer leadership in the fields of family planning, reproductive health, and population-environment. The initiative features a two- to six-month fellowship for early-career professionals from Latin America and sub-Saharan Africa. It also offers organizational support through strategic planning, network building, seed grants for applied projects, and regional workshops. The PEAK Initiative has been funded from its inception by the Compton Foundation; the 2003 cohort will also receive support from the Hewlett Foundation.

The Minority-Serving Institutions (MSI) Initiative

Aims to increase the number of students from Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs) who pursue careers in international family planning, reproductive health, and population-environment. The initiative exposes MSI undergraduates to these fields through summer internships; offers a small number of customized internships for individuals with a graduate degree from an MSI to help them prepare for Population or Population-Environment Fellowships; and partners with MSI faculty to enhance the population-related opportunities available to their students.



“The knowledge gained from the Summer Certificate Course will enable me to develop strategies to better approach the reproductive health issues of my clients.”

2002 SUMMER CERTIFICATE
COURSE PARTICIPANT AND
PEAK FELLOW

The Summer Certificate Course in International Family Planning and Reproductive Health

Is an intensive two-week introduction to the field held at the University of Michigan each summer. The course provides an overview of demographic principles and measures, family planning and reproductive health programming models, and monitoring and evaluation techniques with special attention to the USAID results framework. It is designed for two types of participants: staff of population-related organizations who do not have a technical background in these areas and would benefit from a structured overview of the field; and potential fellowship applicants with relevant skills in areas such as communications, policy, business, conservation, advocacy, and information systems who seek to transition to the field but need to learn its vocabulary, historical context, programming models, and key players.

Graduate Applied Project (GAP) Mini-Grants

Are small grants of up to \$5,000 for graduate students who have unpaid or partially funded internships in international family planning or population-environment. The funding is designed to strengthen both the field and the Population Fellows Programs by helping promising students, including potential fellowship applicants, acquire relevant experience.

“[My GAP] internship taught me about the complexities of addressing reproductive health in a developing country. In the future when I [work] for an organization that supports or funds international reproductive health, I will have a better understanding of the challenges that implementing agencies face in the field.”

2002 GAP MINI-GRANT RECIPIENT

The Population, Environmental Change, and Security (PECS) Initiative

Is a formal collaboration between the Population Fellows Programs and the Environmental Change and Security Project of the Woodrow Wilson International Center for Scholars in Washington, D.C. The PECS Initiative brings together specialists from the highest levels of the governmental, academic, and nongovernmental communities to discuss the implications of population, health, and environmental issues for global security. The initiative offers a unique nonpartisan, interdisciplinary forum for examining the roots of conflict and exploring program and policy options. It sponsors regular seminars and working groups at the Woodrow Wilson Center, newsletters, annual reports, specially commissioned papers, and symposia.

PECS INITIATIVE CONNECTS FELLOWS TO SECURITY DIALOGUE

The collaboration behind the Population, Environmental Change, and Security (PECS) Initiative allows fellows' field-level insights to inform the dialogue among leading government officials, academics, and NGO representatives on the relationships between population, health, environment, and global security.

In 2002, the Initiative's dialogue-fostering meetings ranged from USAID Administrator Andrew S. Natsios' discussion of his book on the North Korean famine to Jeffrey Sachs' presentation on the role of health-sector investment in economic development. Fellows also had their share in the discourse. Former PE Fellow John Williams (Conservation International/USA) joined Population Fellows Programs' visiting scholar Clare Ginger (see p. 32) for a meeting at the Environmental Change and Security Project entitled, "Developing and Sustaining Population-Environment Initiatives."

In addition, two fellows were featured in the *PECS News*.

Population Fellow Besem Obenson (Pathfinder/Peru) discussed how Pathfinder teamed up with a local environmental NGO to provide family planning services to communities surrounding a threatened national park.

In addition, PE Fellow Robert Layng (Save the Children/Philippines) discussed research he helped conduct in coastal fishing communities aimed at clarifying the implications of local population dynamics and resource-use practices for livelihood security.

Program	Primary Audience(s)	Goal
Population (Pop) Fellows Program	Early-career U.S. professionals	Train future leaders and retain them in the field
	Key organizations in the field ²	Provide technical assistance to key organizations
Population-Environment (PE) Fellows Program	As above	As above
	PE field	Develop tools and methods for advancing intersectoral cooperation
Professional Exchange for Applied Knowledge (PEAK) Initiative	Professionals from Latin America and sub-Saharan Africa	Fellows’ professional development
	Their home organizations	Organizational development
Minority-Serving Institutions (MSI) Initiative	MSI undergraduates	Expose undergraduates to the field as a career option
	Individuals with an MSI graduate degree	Help candidates with an MSI graduate degree prepare for fellowships
Summer Certificate Course	Potential fellowship candidates	Attract candidates with highly sought skills from other disciplines to the field
Graduate Applied Project (GAP) Mini-Grants	Potential fellowship candidates	Help promising graduate students get applied experience in the field
Population, Environmental Change, and Security (PECS) Initiative	Policymakers, researchers, and practitioners	Discuss implications of population, health, and environmental issues for global security

² “The field” refers to international family planning, reproductive health, and applied demography for the Population Fellows Program and the Summer Certificate Course. The term applies to international population-environment for the Population-Environment Fellows Program. The PEAK and MSI Initiatives address all of these aspects of the field, while GAP Mini-Grants are tailored to international family planning and population-environment.

Mechanism	Key Linkages
Two-year professional fellowships	MSI interns, GAP interns, Summer Certificate Course participants may become fellows
Two-year professional fellowships	Current and former fellows may mentor and collaborate with MSI interns, GAP interns, and PEAK Fellows Fellows may cooperate with each other in project planning and fundraising
Two-year professional fellowships	As above
Two-year professional fellowships	As above
Customized two- to six-month fellowships, plus applied project at home organization	PEAK Fellows may participate in an exchange with Pop or PE Fellows, GAP interns, or MSI interns to support the home organization’s capacity during the PEAK Fellow’s training
Strategic planning workshops and fellows’ applied projects	PEAK Fellows may collaborate with Pop or PE Fellows on applied project
Summer internships	MSI interns may become fellows
Customized internship packages	MSI interns may become fellows
Two-week course on the principles and practice of international population	Course includes MSI graduate interns, PEAK Fellows, and potential Pop and PE Fellows
Small grants for students with unpaid or partially funded internships	GAP Mini-Grant recipients include former MSI undergraduate interns, MSI graduate interns, and potential Pop and PE Fellows
Nonpartisan meetings and publications	Fellows share field-level insights with policy community Fellows tap Initiative’s knowledge base on intersectoral cooperation



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THE NEXT GENERATION OF ORGANIZATIONS

The Population Fellows Programs are well-recognized in the international family planning and reproductive health community for our role in developing the next generation of leaders in the field. There is, of course, another aspect of our mission – one to which we've devoted special attention in 2002: supporting the field's next generation of *organizations*.

Fellows have always worked to make meaningful contributions to the agencies they serve. However, we've spent the last year exploring ways to help those contributions get off the ground sooner and endure even longer.

Former fellow Besem Obenson with staff from ASDE in Arequipa, Peru. During her placement, Besem worked with ASDE and other Peruvian family planning NGOs on organizational sustainability.

As you read this report, you will no doubt be struck by the many ways in which fellows can serve and support their organizations. From catalyzing inter-organizational partnerships to conducting formative research, from launching new projects to streamlining organizational systems, fellows can help their host agencies move in new directions – or help them address core activities more efficiently and effectively.

Fellows’ contributions, of course, are both enhanced and constrained by their unique role within organizations. Their two-year timeframe and early-career status can be tremendous assets, translating into fresh ideas, energy, an eagerness to contribute, and the freedom to think beyond an organization’s existing methods and mindsets. But these same traits require that fellows have the support they need to get off to a running start, move ahead with purpose and sensitivity, and look beyond their tenure to more long-term results.

This is why the Fellows Programs spent time in 2002 focusing on how we could help maximize the impact fellows have on their organizations’ development.

A strong start and a lasting contribution: It’s in the planning

Among the lessons we’ve learned from speaking with fellows and their host organizations is that a successful fellowship depends almost as much on what happens before the fellowship as during it. In other words, planning is key. How will a fellow be integrated into the life of the organization? What stakeholders will the fellow be working with and how much “buy-in” do they have for the fellow’s role? What means will the host agency use



FELLOWS’ IMPACTS

Here are just some of the ways in which fellows have made lasting organizational impacts:

- catalyzing inter-organizational partnerships/networking;
 - mobilizing support for new ideas (such as PAC, MAQ, or PE) or making these ideas operational within an organization;
 - launching new activities;
- serving as a technical resource on specialized topics;
 - training colleagues or constituents;
 - supporting human resource development (examining staffing structures, developing scopes of work for new staff);
 - fundraising;
 - establishing sustainable systems (such as M&E, strategic planning, administrative, and computer systems); and
- conducting formative and evaluative research, analyzing findings, and developing program and policy recommendations.

to provide feedback and guidance? How does the fellow’s workplan tie into long-term organizational goals? What specific activities will enhance the fellow’s professional development? How will the fellow’s contribution be sustained?

To help potential host agencies think more systematically about these issues, we’ve developed a new process and set of forms for organizations to use in requesting a fellow. This revised “Proposal to Host” process, which will be implemented in 2003, places greater emphasis on the expected impact of the fellowship on both the organization and the fellow, accountability for these impacts, and plans for sustaining them. In addition, the Fellows Programs

have been implementing earlier “check-in” points with fellows and their host agencies to ensure that each placement is on track. We expect that this new process will not only enhance fellows’ leadership development but also ensure that they begin to see progress sooner and leave more lasting results with their host agencies.

Resources: The seeds of success

Particularly for fellows planning to do population-environment work, there is an additional challenge to early progress: resources. Because fellows are often tasked with helping organizations determine what role they might play in the PE field, there is often no established source of PE funding within the organization. As a result, fellows have come up with strong activity proposals, only to be hampered in piloting them by limited funding. That is why in 2002, the Programs requested and were awarded \$150,000 from The David and Lucile Packard Foundation for a small grants program. Over the next three years, PE, PEAK, and Pop Fellows will be eligible to apply for \$3,000-\$7,000 seed grants to help launch and/or institutionalize PE projects within their organizations. The awards process has been designed to help applicants ensure that the proposed project is meaningfully

linked to the organization’s mission and includes plans for monitoring, evaluation, and project sustainability.

Concrete tools for organizational development

With our new “Proposal to Host” process, we’re asking potential host organizations to think carefully about how they can optimize their fellow’s impact. But we’re also helping fellows do their part. Recent and upcoming fellows’ workshops have been designed to provide participants with the tools they need to analyze their organizational environment and forge a path to early and sustainable impact.

OUR OWN DEVELOPMENT

The Fellows Programs have also focused the organizational development concept on ourselves.

In previous years, we ratcheted up support for fellows, in part by realigning duties to allow one staff member to serve as the point-person for fellows support.

We also developed new programming, such as the MSI and GAP internships and the Summer Certificate Course, to enrich our applicant pools.

In 2002, we worked to include fellows in more of our internal processes. Fellows have reviewed our new policy manual and new host agency materials. In addition, three former fellows joined our program Advisory Boards, making it possible for functions such as candidate review and host agency site selection to be informed by their first-hand experience with the Programs.



Take our 2002 Population-Environment Fellows Workshop. Held in Quito and Guaranda, Ecuador, and funded by the Packard Foundation, the workshop brought PE Fellows together with relevant experts to explore organizational analysis and action planning. Fellows were introduced to analytic tools useful in understanding how organizations are structured, how they function, and how they change. They learned to assess how their workplans fit – and might be refined to better fit – the key components of an organization, such as its mission, structure, internal culture, stakeholders, skill and knowledge base, and external environment. Fellows were also guided through a visioning exercise in which they were encouraged to push the boundaries of their initial successes over a three- to five-year timeframe and develop action plans for moving toward this success story. In addition to these tangible strategic-planning tools, fellows received coaching in grant-writing and techniques for forming and managing organizational partnerships. The workshop provided an opportunity for fellows to identify challenges, opportunities, and tangible mechanisms for sustaining their contributions. Due to the success of this PE workshop, its theme, organizational capacity development, will also serve as the cornerstone of our upcoming workshop for Population Fellows.

By enhancing the planning that goes into fellowship design, providing resources for fellows' early PE work, and equipping fellows with tools to more systematically assess and tailor their role to their organizational context, we expect that the Population Fellows Programs will be increasingly recognized for our contributions not only to the field's individual leaders, but to its organizational leaders, as well.

“[The 2002 Fellows Workshop] was an excellent opportunity. Getting together with other fellows was a great way to think the big thoughts on project conceptualization and implementation that can be missed in the day-to-day business of working in the field. It's great to get some unbiased feedback from others grappling with these same issues.”

POPULATION-ENVIRONMENT FELLOW



FROM THEIR PERSPECTIVE

The previous section of this report provides a glimpse of the activities we've implemented to enhance fellows' ability to leave lasting results with the agencies they serve.

In this section, we've asked fellows' host agency representatives, an organizational development scholar, and a few fellows to share their thoughts on how Pop and PE Fellows, and even occasionally our interns, can help advance key projects, agendas, and institutional development efforts within their organizations.

Fellow Harris Solomon with his host agency representative, Dr. Jeffrey Spieler (left), who shares his insights on maximizing fellows' contributions to their host agencies in this section of the report.

Seynabou Mbengue

Population Fellow's Host Agency Representative

The Executive Director of the local Senegalese NGO ADEMAs describes how her fellow left a lasting imprint on the organization's development

“[Our fellow has] encouraged us to use research more generally to solve problems.... [She] has also encouraged us to be more participatory as an organization.”

Our fellow, Julia Henn, was brought on to help the organization launch a new contraceptive pill, SECURIL. Despite Senegal's being an extremely challenging environment in which to do that, she was able to design a campaign, identify appropriate messages, discover what the campaign's barriers would be at different levels, and so on. It was the first time that mass media advertising of a brand of medicine was really done in Senegal – and it was done under the cover of the Ministry of Health in collaboration with ADEMAs as an institution. So we benefited greatly from the launch.

However, Julia's contributions to ADEMAs as an organization went far beyond this project. Some of her most significant impacts involved changing the way we looked at problems or addressed issues. For example, Julia had strong skills in qualitative research. This was essential to the SECURIL launch because she used research to determine everything from the ideal colors to use in advertisements to the rumors that were preventing men and women from supporting pill use. Not only will we be able to use the actual results of her research in subsequent activities – such as our upcoming launch of an injectable – but she has really encouraged us to use research more generally to solve problems. For example, certain outlets that had agreed to stock our condoms were later refusing to accept them. Julia encouraged us to use research to find out why. She developed a research plan and trained some of our promoters to implement it. What we discovered is that the problem was generally a particular clerk who was uncomfortable with the condoms, for example, because a neighbor made a negative comment about his selling them. Through the research, we learned that we could prevent this from happening by getting a commitment from the store's boss and by educating clerks more thoroughly about the product.

Because of our experience with Julia, we have developed more of a culture of research; we tend to turn to it more directly now to answer questions we are facing.

Julia has also encouraged us to be more participatory as an organization. For example, we were organizing a staff retreat, and she volunteered to facilitate it. She created an agenda, developed tools, and, more importantly, organized the retreat so that staff would genuinely share their input on how we could achieve our objectives. We'd done retreats before, but this one was much more interesting. People really contributed, and it turned into quite a team-building session. In addition, we generated a workplan and slogan for the organization that everyone had a role in creating and so could truly believe in. We will definitely use this process for future retreats, and Julia's influence has encouraged us to make other trainings – such as our contraceptive technology updates for doctors, nurses, and midwives – much more participatory as well.

“[W]hat is ideal about Population Fellows is that they come in with the right qualifications and can take initiative, but they also work under the authority of the organization.”

Based on my experience with Julia, I think a fellow would be extremely beneficial for local organizations like ours. She was able, with the support of our orientation and her own qualifications and background, to provide us with what I call “the eye from outside.” She helped us see where we were and how we could do some things better. I think what is ideal about Population Fellows is that they come in with the right qualifications and can take initiative, but they also work under the authority of the organization. Sometimes with a consultant, you might feel they're working as much for themselves as for the organization, but our fellow was totally integrated into ADEMAs. She was working for us, with my guidance and oversight, which is the right balance I think and can help the fellow achieve fantastic results even in a very challenging context.

Please see Julia Henn's profile on p. 54.

Susan Anthony

PE Fellow's Host Agency Representative

A former Population, Health, and Nutrition (PHN) Officer with USAID/Madagascar discusses how fellows helped move the mission's population and health programming in a new direction

*“[Our fellow]
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During my tenure at USAID/Madagascar, we used two Population-Environment Fellows to advance a new agenda for the mission: linked population, health, and environment programming. The first fellow, Dan Whyner, was actually in Madagascar before I arrived. He was working with the USAID-funded project APPROPOP/PF, where, among other things, he was piloting the use of environmental organizations to provide health and family planning services in buffer-zone communities. In addition, Dan served other important functions. He was able to keep population-environment issues on the front burner for the mission – especially in the health office. Before he arrived, the mission had decided that the population-environment link was a priority, but the only person working on PE didn't have a technical background in it. So, Dan was critical in providing a perspective on what it would take to initiate PE activities. He then not only helped bring the pilot projects to fruition, he began – with collaboration and funding from the Environmental Health Project – to bring together a group that has now evolved into Voahary Salama, a consortium of about 20 organizations that promote linked PE activities through environment as well as health groups. He was really a catalyst in forming this coalition.

Our second fellow was Jennifer Talbot. She arrived in August 2000, overlapped with Dan, and really picked up on the plans he had helped develop. Because we had the experience of Dan's placement, we were able to structure Jennifer's scope of work very deliberately to serve two interrelated purposes. One was helping to move the population-environment agenda along within USAID; the other was helping the coalition develop.

Part of Jennifer's time was designated to USAID as the mission's intellectual and programmatic resource in population, health, and

environment linkages. So, she participated in processes like USAID's strategic planning to make sure the resulting plan included population-environment. The other part of her placement involved supporting the organizational development of the Voahary Salama coalition and its members. Dan had worked closely with some environmental NGOs; we put Jennifer in a different geographic region so that other organizations would get special attention. She worked hand in hand with them in training, strategic planning, harmonizing messages, and linking with other like-minded NGOs. Jennifer and Dan have both contributed to what is now a very promising NGO umbrella focused on PE – which has been able to leverage additional funds from the Packard Foundation to expand PE programming in Madagascar.

I think Jennifer has been able to move the PE program forward for the mission so ably because she could not only work in the field, but could also articulate what was happening there to people making funding decisions. She has served as a bridge between the field and the conceptual, strategic level. She has also been able to share her progress with others. She was invited to Tanzania, for example, to speak with the mission and fellows there about Madagascar's PE models.

One reason I think our fellows have served us so well is because of the people the Fellows Program selects, the screening that's done. The other is that we learned from Dan's placement how to develop a clear scope of work for Jennifer so she could build on his successes. Fellows can be most successful, I think, when the host agency doesn't just view them as an extra set of hands but has something very specific it wants them to do – in our case to advance PE programming both on the ground and at the broad strategic level.

Susan Anthony is now a PHN Officer for USAID/Ethiopia.

“Fellows can be most successful, I think, when the host agency doesn't just view them as an extra set of hands but has something very specific it wants them to do....”



Jeff Spieler

Population Fellows' Host Agency Representative

The Chief of USAID's Research Division shares his techniques for selecting fellows and challenging them to deliver

“Even though they are early-career, I think [fellows] can make substantial organizational contributions if I can be sure to ask more of them than I think they can deliver.”

Our division – the Research, Technology, and Utilization Division in the Office of Population and Reproductive Health – has made considerable use of Population Fellows. Not only does the fellowship provide a great training ground for tomorrow's leaders, but it has been essential in helping us implement our programs. I believe we've been able to maximize the contributions of our fellows by selecting the right candidates and then ensuring we challenge them sufficiently.

In terms of selecting fellows, interviews are crucial. Because we work so much in teams here, I begin with a group interview so candidates don't have to retell their story when meeting individually with staff. Even though we have CVs, we begin by asking candidates to tell us about themselves. All candidates have a job description; in fact, the Population Fellows Program does a good job of insisting that we produce a solid description of the fellow's responsibilities. So, candidates come to us because they think there might be a good fit. We ask them to tell us why. I look for evidence of the fit, but I also look for other qualities: friendliness; a sense of humor; good verbal skills; the ability to multi-task; tolerance for ambiguity; an appropriate workstyle; and humility. Some of this can be approached fairly directly by asking, for example, “What rattles you? What don't you like in a work environment? What's your approach to getting five different things done in the same day?” I also look at the questions candidates ask us. Somebody who doesn't have any questions isn't thinking. I look particularly at how insightful the questions are. I also make sure to call people the fellow has worked with and whom I know – and I encourage the fellow not only to speak in-depth with the fellow who preceded him or her but to call other people who've worked with me to get a sense of what that will be like.

Once fellows are on the job, one of my main challenges is to be sure I'm asking enough of them. Even though they are early-career, I think they can make substantial organizational contributions if I can be sure to ask more of them than I think they can deliver. One aspect of this is the amount of work. Sometimes I realize I don't give out

enough work because I'm too busy to delegate, but I've got to remind myself that I have to delegate *because* I'm so busy. Another aspect is the level of work. I keep the bar high. It's a natural law; if you expect more of people, you get more. A good example is our last fellow, Tabitha Keener. When she joined us, in addition to her other priorities, she had to assume responsibility for managing the Office's safe injection initiative and function, on my behalf, as the coordinator of the Men and Reproductive Health Subcommittee of the Interagency Gender Working Group. Furthermore, within about six months, she had to take on another major role. A senior project manager, the Technical Advisor for CONRAD (the Contraceptive Research and Development program) was leaving to join WHO. Since I didn't have time to do that person's job, I had to ask Tabitha to hold down the fort – to essentially function as someone with years more experience and a Ph.D. in reproductive biology. I mentored her on the nuances of this role – how an early-career person should interact with a seasoned project director – then I briefed the project on the reasons for this backstopping plan. And while she didn't do the job the same way as her predecessor, she did a marvelous job. She really functioned well as a technical interface. Harris Solomon followed Tabitha as the Biomedical Research Fellow in the Division and has had to assume much of the same portfolio; he is well-integrated within the Office and doing a great job. We were very pleased that the Fellows Program permitted about three weeks of overlap between Tabitha's departure and Harris' arrival, which permitted him to hit the ground running.

“[T]he Population Fellows Program does a great job of providing excellent candidates....”

I think this kind of performance is possible for a variety of reasons. First, the Population Fellows Program does a great job of providing excellent candidates for USAID to choose from. Second, we select fellows carefully to ensure a good fit with the Division's culture and mission. Third, I try to integrate them into the Division. I encourage them to look for opportunities to travel, to learn about and support our field projects, to attend all kinds of relevant meetings, and to take advantage of the fact that we have experts coming in all the time to speak on different subjects. As a result of all this, our fellows have made contributions to the Agency that are quite extraordinary for individuals at the early-career level.

Please see Harris Solomon's profile on p. 41 and Tabitha Keener's on p. 58.



Amy Weissman

Former PE Fellow

A former PE Fellow reflects on the unique role she and the fellows at her current organization have played in helping agencies take their early steps toward PE programming

Based on my experience as a fellow with the World Wildlife Fund/USA and also in hosting fellows at Save the Children, I think there are a variety of ways in which fellows can make a meaningful contribution to their host organizations. In my own placement, one of my most significant achievements was helping WWF operationalize population-environment. That is, we explored the various roles a conservation organization might play in helping to meet communities' reproductive health needs, analyzed the challenges and benefits inherent in each, and considered mechanisms like partnerships for the provision of reproductive health services.

In my current position as a Youth Reproductive Health Specialist with Save the Children, I've seen our fellow in the Philippines not only link us with various partner organizations but also strengthen our program concept to ensure that we generate genuine population-environment results, not simply separate results in P and E. Sometimes it takes a person dedicated as much to the PE field as to the organization to retain a focus on this goal.

Another unique impact a fellow can have on an organization is to help it think outside the box. Fellows are freer to raise issues that people more enmeshed in a program sometimes can't see or don't feel comfortable addressing. So, they can challenge their organizations to think about issues in new ways.

Finally, fellowships can provide organizations with the flexibility to move in a new direction. For example, in my fellowship, WWF had been interested for some time in exploring the PE field, but staff were uncertain how to proceed and, in particular, what aspect of PE was appropriate to address. Because my background included both reproductive health and environment, I was able to help WWF take steps toward linking these areas.

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Elizabeth Butrick

Current Population Fellow

A Population Fellow discusses how her contributions to Mexfam are being sustained through an exchange with a PEAK counterpart

My perspective on the organizational development aspects of the Programs is that of a Pop Fellow who has been involved in a formal “fellow’s exchange” with a PEAK Fellow, Iliana Moreno. My placement at Mexfam was designed, in part, to maintain Mexfam’s evaluation capacity while its staff member, Iliana, was building qualitative evaluation skills on the PEAK Fellowship. But the value of this exchange for Mexfam has gone far beyond just maintaining staffing levels. In fact, I think my biggest success to date has been the working relationship I have formed with Iliana. This may sound odd as it is not a concrete product, and even more so because Iliana has good working relationships with everyone. The reason I think this working relationship is such an achievement is because it is probably the most sustainable thing I could achieve within Mexfam.

Iliana and I have really formed a team. We consult each other on almost all of our projects, even when the other does not have direct involvement in the project. I feel my presence has been very helpful to her, especially in implementing her first evaluation activities upon returning from her PEAK Fellowship. We share tasks and responsibilities easily, and I think both of us feel our work is better for the contribution of the other. We each help the other with professional writing in our own language and consult each other on the best strategies to try to advance any particular objective. Iliana has been my bridge to Mexican and institutional culture, and I have helped her put to use the technical skills she gained during her PEAK training in New York. The sustainability impact of this relationship is obvious. Since Iliana is part of nearly everything I do for Mexfam, she is the guarantee that after my departure the knowledge and institutional memory will remain. This type of innovative exchange has yielded results I don’t believe Iliana or I anticipated when we accepted our individual fellowships.

“Iliana has been my bridge to Mexican and institutional culture, and I have helped her put to use the technical skills she gained during her PEAK training.... The sustainability impact of this relationship is obvious.”



Besem Obenson

Former Population Fellow

A former fellow who encouraged her partner NGOs to host interns discusses the change in perspectives and processes even short-term interns can leave behind

*“There was one
MSI intern who created a
database of donors
that her NGO
continues to use....
[T]he intern planted
the seed in their minds that
they could have
seven or eight small grants
and have some real
program impact.”*

Voluntarism was an important aspect of my sustainability work with local family planning NGOs in Peru. I encouraged the NGOs I was supporting to make use of volunteers and other short-term forms of assistance, including MSI and GAP interns from the Population Fellows Programs. It took one round of hosting interns for the organizations to learn how to use them most effectively, but the benefits of this learning process were substantial. On one level, the mere process of planning for a volunteer or intern forces an organization to think more long term and more strategically about human resources. Rather than working week to week, NGOs that wanted an intern had to foresee that in six months, a certain project would be starting. Then, they had to think through what objectives needed to be accomplished, what tasks could be performed by an intern, what the intern’s training and supervision would need to be, what facilities he or she would need, etc. They saw that a small amount of advance planning could allow an intern to hit the ground running and avoid the potential pitfalls of either sitting underutilized or consuming a lot of staff time trying to identify a contribution he or she could make. So, this process of using interns effectively reinforced techniques the NGOs were learning to use their own staff more effectively.

Of course, several of the interns also left behind tangible impacts, which included important changes in the NGOs’ perspectives. There was one MSI intern who created a database of donors that her NGO continues to use, continues to add to, and is considering sharing with partners. One important outcome of this was showing staff that there was more out there in terms of funding than USAID. The intern was saying, “You can apply to Ben and Jerry’s for a \$2,000 grant to do this type of program in the Andes.” This is something staffers had never done, so the intern planted the seed

in their minds that they could have seven or eight small grants and have some real program impact. Another MSI intern actually co-wrote several of these small grants that got funded, so the organization realized it could get this kind of funding and was eager to do it again. When it's the right fit between what the organization and the intern hope to gain, both can really benefit.

Please see Besem Obenson's profile on p. 61.

PECS USES MEETINGS TO
STRENGTHEN ORGANIZATIONAL ACTIVITIES

"At Population Action International, we were able to utilize the Population, Environmental Change, and Security (PECS) Initiative to facilitate a lively discussion of one of our reports. PECS staff at the Environmental Change and Security Project gathered a group of policy experts from the population, health, security, and environmental communities to comment on a recent PAI report on the linkages among security, demographics, and reproductive health.

The collaboration brought new audience members to our publications and gave participants the opportunity to engage in debate with colleagues from sectors with which they may not often interact. The discussion also provided us with valuable comments, allowing us to better target our text and policy recommendations to our intended audience."

– Richard Cincotta, Senior Research Associate
Population Action International



Clare Ginger

Visiting Scholar

An organizational development scholar ties it all together with her observations on the unique role fellows can play in fostering organizational change

*“How do the fellow’s
proposed activities
fit with the goals
of the organization,
its long-term strategies,
and its funding sources?
The clearer the fit,
the more sustainable
the fellow’s contribution
is likely to be.”*

Having spent more than a year at the Population Fellows Programs as a visiting scholar, I have reflected on both the role fellows can play in contributing to organizational change and the factors that can support this role.

One way fellows can impact their organizations is through the injection of skills and ideas. For example, they might promote and develop new ideas within an organization by hosting seminars, encouraging brainstorming sessions, or arranging site visits that demonstrate the ideas in action. Or, they might demonstrate to colleagues how skills such as program evaluation, advocacy, or demographic analysis work and then transfer these skills to other staff.

Another contribution fellows can make is providing working examples through pilot initiatives. They can get an activity off the ground and show how it fits within the organization’s larger programming context. They can also demonstrate the funding potential for these activities through grant-writing.

For organizations that have recently piloted such activities, fellows can help the organization think through how these initiatives can be integrated into its overall way of doing things, its *routines*. How can an activity be folded into the organization’s planning process, budget cycle, monitoring and evaluation plans, training, and skill mix of personnel?

Finally, fellows can play a role in forming and/or fortifying partnerships. For example, a fellow might help a conservation organization partner with a population, reproductive health, or development organization. If the fellow initiates these partnerships, of course, the host agency will want to think through how to sustain these relationships once the fellow leaves. In the case of existing partnerships, the host agency should consider how to introduce the fellow into the partnership with diplomacy and clarity.

Each of these roles presents challenges for fellows, who are a two-year presence at an organization and who must strike a balance between learning and contributing. One way host agency staff can help fellows meet these challenges is to be strategic in designing the placement. How do the fellow's proposed activities fit with the goals of the organization, its long-term strategies, and its funding sources? The clearer the fit, the more sustainable the fellow's contribution is likely to be.

Fellows and host agencies may also benefit if they recognize and work in concert with the cycle of a fellowship. Placements appear to flow through four periods of roughly six months each, in which fellows can aim to do the following:

“Fellows and host agencies may also benefit if they recognize and work in concert with the cycle of a fellowship. Placements appear to flow through four periods of roughly six months each....”

First six months

Observe and orient themselves to the organizational setting – learn the players, organizational routines, scale of action, likely supporters of and barriers to action, and where their activities fit in.

Second six months

Generate “quick wins” related to their activities and build trust among others for their capacity to contribute.

Third six months

Remain engaged in their main project while considering with their colleagues what institution-building activities can help sustain fellowship activities (mobilizing support from other departments, establishing terms of external partnerships, identifying sources of financial or technical capacity, etc.).

Final six months

Work with organization on an exit strategy to sustain progress.

Planning a placement that is both tightly linked to existing organizational goals and phased according to the natural fellowship cycle can help fellows and their organizations set realistic expectations, make steady progress, and sustain fellowship contributions.

Clare Ginger is an Associate Professor in the School of Natural Resources at the University of Vermont.



STARTING FELLOWS

During the period of this report, 10 Population and Population-Environment Fellows began placements with organizations as diverse as government donor agencies, their cooperating partners, international NGOs, and local programs.

The following pages provide a brief snapshot of each fellow's role within his or her host organization. Placement dates, graduate institutions, and highest degrees obtained are also provided.

Fellow Ellen Wertheimer poses with a child in Mali, where she is helping Intrah develop reproductive health training activities.

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Conservation International/USA

Program Development and Coordination (PE) • 9/02

37 KARIN HOPKINS

USAID/Bolivia

Program Evaluation (Pop) • 5/02

39 MARY PAT KIEFFER

USAID Regional Economic Development

Services Office/Kenya

Capacity Building, HIV/AIDS (Pop) • 2/02

39 RACHEL LUCAS

USAID/Washington

Program Monitoring, IE&C (Pop) • 10/02

40 SHAWN MALARCHER

USAID/Washington

Operations Research (Pop) • 9/02

41 JENNIFER MILLER

USAID/Guyana

Adolescent Reproductive Health (Pop) • 10/02

41 HARRIS SOLOMON

USAID/Washington

Biomedical Research (Pop) • 9/02

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USAID/Zambia

Program Monitoring, HIV/AIDS (Pop) • 12/02

42 CHRISTINE STEVENS

African Youth Alliance/Uganda

Behavior-Change Communication,

M&E, Youth RH (Pop) • 2/02

43 ELLEN WERTHEIMER

Intrah/Senegal

Program Development, MAQ, PAC (Pop) • 1/02

CAROL BOENDER

Conservation International/USA

Program Development and Coordination (PE) • 9/02
MA, University of Colorado at Denver



Carol has joined the population-environment team at Conservation International (CI). Based in the organization's Washington, D.C., office, Carol coordinates not only CI's field-based projects but also the activities of the Community Conservation Coalition (CCC), a collaborative group of conservation, population, and development organizations of which CI is a member.

Carol helps monitor, support, and analyze CI's existing PE projects in Guatemala, Mexico, Madagascar, and the Philippines. She recently traveled to the Sierra Madre region of the Philippines to collaborate with local CI staff (including PE Fellow Kirk Riutta) and its partners in planning activities for a three-year, USAID-funded project. She will also help foster new PE projects in CI hotspots in Africa, Asia, and South America.

Carol's duties as CCC coordinator include planning monthly meetings with presentations from member organizations and guest lecturers on the connections among health, population, conservation, resource management, economic development, and other topics. She is also leading a process of redefining the group's organizational principles in order to enhance its utility and influence.

KARIN HOPKINS

USAID/Bolivia

Program Evaluation (Pop) • 5/02
MPH, Tulane University



Karin has been placed with USAID/Bolivia to support the evaluation of its mission-supported health projects. She works with the health management information system developed for USAID/Bolivia by Management Sciences for Health (MSH) to ensure that indicators and training data are reported in an effective and timely manner by USAID's partners.

Thus far, she has participated in workshops on data quality, monitored cooperating agency reports, implemented data quality-control systems, authored a guide to the data collection system, and researched the feasibility of new indicators.

Once MSH's contract ends in March 2003, Karin will be supporting a new agency, Partners in Health, designated by USAID to manage the indicators and training data.

“[Our fellow] has a definite ‘can do’ attitude.... Her dynamism and determination coupled with her sense of commitment to women’s health make her a real asset.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

CONTINUING FELLOWS	
In addition to those fellows who started or ended placements, the following were in the midst of their fellowships in 2002:	
Population Fellows	Christine Pilcavage <i>Japan International Cooperation Agency/Kenya</i>
Hilkka Abicht <i>CEDPA/Nigeria</i>	Tara Sullivan <i>Mae Tao Clinic/Thailand</i>
S. Afua Appiah-Yeboah <i>Centers for Disease Control and Prevention/USA</i>	Kathleen Taylor <i>Pan American Health Organization/USA</i>
Elizabeth Butrick <i>Mexfam/Mexico</i>	
Carol Camlin <i>Africa Centre for Population Studies and Reproductive Health/South Africa</i>	Population-Environment Fellows
Muthoni Gachuhi <i>Population Services International/Zimbabwe</i>	Dorsey Burger <i>The Nature Conservancy/Ecuador</i>
Kristina Lantis <i>USAID/Washington</i>	Kathleen Dowd-Gailey <i>Pronatura Península de Yucatán/Mexico</i>
Sheri Lippman <i>Population Council/Brazil</i>	James Hutchins <i>CARE/Tanzania</i>
Ntombini Marrengane <i>Margaret Sanger Centre International/South Africa</i>	Anthony Kolb <i>Médecins Sans Frontières/Uzbekistan</i>
Tenley Mogk <i>USAID/Democratic Republic of Congo</i>	Kirk Riutta <i>Conservation International/Philippines</i>
Gwendolyn Morgan <i>Family Health International/Kenya</i>	Jennifer Talbot <i>USAID/Madagascar</i>

MARY PAT KIEFFER

USAID Regional Economic Development
Services Office/Kenya
Capacity Building, HIV/AIDS (Pop) • 2/02
MSc, Harvard University



Mary Pat serves as the Regional HIV/AIDS Coordinator in the Population, Health, and Nutrition (PHN) Office of REDSO, USAID's regional office for East and Southern Africa. She provides technical input into both REDSO's HIV/AIDS programming and its capacity-building work with the PHN Office's three African partner organizations.

In direct support of the HIV/AIDS program, Mary Pat is identifying and analyzing emerging issues in HIV/AIDS and is contributing to the development of REDSO's new regional strategy and its monitoring and evaluation plan.

Mary Pat also provides technical support to REDSO's partners in their training and policy activities. She helped design and analyze HIV/AIDS training needs assessments, conduct regional reviews of HIV/AIDS programs and policies, and plan workshops for faith-based organizations and for countries addressing emerging HIV/AIDS epidemics. A major area of her work is overseeing one of REDSO's partners in the development of the African Network for Care of Children Affected by HIV/AIDS, whose goal is to improve quality of care for infected and affected children in Africa.

Mary Pat's placement is supported with non-population, field-support funds.

RACHEL LUCAS

USAID/Washington
Program Monitoring, IE&C (Pop) • 10/02
PhD, University of Michigan



Rachel serves as a Technical Advisor for the Information and Knowledge for Optimal Health (INFO) project, the successor to the Population Information Program (PIP). INFO – whose products include the *Population Reports* journal, POPLINE database, and Reproductive Health Gateway Web site – aims to foster the exchange of family planning and reproductive health information internationally, and contribute to a more complete knowledge base for policymakers, program managers, and clinicians. Rachel provides technical and administrative support to INFO, including identifying technical priorities, helping to review workplans and budgets, raising awareness of INFO's services among potential users, and liaising between INFO and USAID.

More generally, Rachel serves as a communications specialist within USAID's Policy, Evaluation, and Communication Division, fostering the exchange of findings, best practices, and information among the Office of Population and Reproductive Health, the Bureau for Global Health, USAID missions, and family planning programs. She is also the USAID liaison to the Health Information and Publications Network (HIPNET) – formerly the Population and Health Materials Working Group – comprised of representatives from various Bureau for Global Health cooperating agencies.

*“[Our fellow’s] involvement... has allowed our office to broaden its capacity
and be more responsive to our clients in the countries and the region.”*

GAP MINI-GRANTS SUPPORT 24 PROMISING STUDENTS

In its third year the Graduate Applied Project (GAP) Mini-Grant program provided support to 24 graduate students who had unpaid or partially funded population-related internships. The average award was \$2,670.

The GAP program was designed to strengthen both the field and the Population Fellows Programs by helping promising students acquire experience relevant to a career in international family planning or population-environment.

Through this program, we have also been able to expand the number of graduate schools with which we work and introduce our programs to new organizations overseas.

Two previous GAP interns began Population Fellowships in 2002, and four others were accepted into the Pop and PE Fellows candidate pools.

During their internships, 2002 GAP Mini-Grant recipients worked on projects such as:

- examining male attitudes toward family planning in Ethiopia;
- assessing contraceptive needs in Guatemala;
- evaluating the success of Filipino family planning promoters;
- developing reproductive health education programs for Burmese refugees in Thailand;
- helping to write grants for HIV voluntary counseling and testing programs in Senegal; and
- studying over-the-counter oral contraceptive provision in Mexico.

Three 2002 GAP recipients worked directly on projects supported by Population or PEAK Fellows.

SHAWN MALARCHER

USAID/Washington

Operations Research (Pop) • 9/02

MPH, Tulane University



Shawn serves in the Research, Technology, and Utilization Division of USAID's Office of Population and Reproductive Health. Her primary role is as Technical Advisor for the FRONTIERS in Reproductive Health project, a ten-year \$120 million project that conducts research aimed at improving the delivery of family planning and reproductive health services worldwide. Shawn reviews project proposals, monitors project activities, and facilitates the dissemination and utilization of research results. Her role will increasingly involve her in shaping the project's future operations research agenda. She has already helped coordinate a FRONTIERS meeting on best practices in community-based distribution programs in sub-Saharan Africa.

In addition to her responsibilities with FRONTIERS, Shawn provides technical support for other operations research activities within the Division, reviews technical publications, and recently facilitated a discussion of program research priorities for the Office of Population and Reproductive Health. Shawn also serves on several USAID working groups, including those on female genital cutting, gender, and the integration of family planning and HIV/AIDS services.

“[Our fellow] has hit the ground running... in a magnificent fashion. In a matter of a few months she has learned the entire gamut of our activities including the technical, organizational, and interpersonal.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

JENNIFER MILLER

USAID/Guyana

Adolescent Reproductive Health (Pop) • 10/02

MPH, Tulane University



Hosted by USAID/Guyana, Jennifer serves as the Adolescent Health Coordinator in the Guyana Ministry of Health, where she is helping to establish an Adolescent Health Unit.

To this end, Jennifer is co-coordinating a newly formed intersectoral policy committee on adolescent health, comprised of representatives from government ministries, international organizations, and local NGOs. The committee, which will serve as an advisory body to the new Adolescent Health Unit, is preparing to seek approval from the Cabinet and Parliament for its proposed programming.

In order to guide the new unit's program-development efforts, Jennifer is coordinating a national-level survey on youth risk behavior. She will also be co-coordinating a national adolescent health club activity that will address reproductive health, including the prevention of teen pregnancy and STIs/HIV/AIDS. In addition, Jennifer is charged with planning for the sustainability of adolescent sexual and reproductive health centers established by UNFPA, and exploring synergies with other programs and organizations, such as the National AIDS Program Secretariat.

HARRIS SOLOMON

USAID/Washington

Biomedical Research (Pop) • 9/02

MPH, Emory University



Harris works with USAID/Washington in the Research, Technology, and Utilization Division of the Office of Population and Reproductive Health. He is charged with providing technical and administra-

tive support for the Division's biomedical research portfolio, producing briefings and technical papers, and responding to Congressional and public inquiries. Harris has thus far become involved in issues surrounding emergency contraception, male hormonal methods, safe injection, dual-protection methods, and public-private partnerships for contraceptive technology development. He also acts as coordinator for the Men and Reproductive Health Task Force of the Interagency Gender Working Group (IGWG), and is helping to plan the IGWG Fall 2003 conference on men and reproductive health.

SUMMER CERTIFICATE COURSE TAKES 11 FROM "BUCHAREST TO CAIRO"

The 2002 Summer Certificate Course provided 11 participants with a two-week introduction to the fundamental principles and practices of international family planning and reproductive health.

Taught by former fellows Win Brown and Sara Pacque-Margolis, the course explored basic demographic measures, the evolution of family planning service-delivery strategies from "Bucharest to Cairo," data collection issues involved in program evaluation, and indicators for program monitoring.

Participants included PEAK Fellows, an MSI graduate intern, and members of the candidate pools for both Pop and PE Fellowships.

“My [host agency representative] has been exceptionally supportive of my work and of me as a person. His honest feedback and clear guidance keep me on track... and his willingness to share responsibility encourages me to grow into new roles.”

POPULATION FELLOW

POP FELLOWS WORKSHOP
CAPITALIZES ON CONFERENCE

The 2002 Population Fellows Workshop was scheduled to take advantage of the number of fellows attending the XIV International AIDS Conference.

The workshop was scheduled for the days immediately surrounding the conference and provided 12 fellows an opportunity to think strategically about how conference sessions could benefit them and their host agencies. The workshop also allowed fellows to share information learned at the conference, strengthen their professional networks, and discuss fellowship issues with program staff and one another.

Six fellows presented posters at the conference on topics such as approaches to family planning-HIV/AIDS integration, personal-risk assessment for HIV infection, and health education methods for nonliterate men.

SHANDA STEIMER

USAID/Zambia

Program Monitoring, HIV/AIDS (Pop) • 12/02

MPH, University of North Carolina at Chapel Hill



Shanda serves as an HIV/AIDS and Reproductive Health Advisor to USAID/Zambia’s Population, Health, and Nutrition team. As such, she helps the mission implement, monitor, and evaluate its HIV/AIDS portfolio. This involves her in program analysis and development, strategic planning for future USAID assistance, documentation, help with budgeting, technical support for local partners, and oversight of field activities and the data they produce. Shanda will also be working to strengthen the linkage between family planning/reproductive health and HIV, in addition to providing technical assistance in the areas of STI prevention, AIDS in the workplace, and HIV reduction among rural youth.

CHRISTINE STEVENS

African Youth Alliance/Uganda

Behavior-Change Communication, M&E, Youth RH (Pop) • 2/02

MA, Johns Hopkins University

Christine works as a Technical Advisor with the African Youth Alliance, a program to improve sexual and reproductive health among young people in Botswana, Ghana, Tanzania, and Uganda. She is based in the Kampala office of one of AYA’s three implementing agencies – the Program for Appropriate Technology in Health (PATH). Christine supports this regional office, the AYA country offices, and various implementing partners in designing, implementing, documenting, monitoring, and evaluating behavior-change communication efforts aimed at building skills and promoting safer sexual behaviors, including abstinence, among young people in the target countries.

ELLEN WERTHEIMER

Intrah/Senegal

Program Development, MAQ, PAC (Pop) • 1/02

MHS, Johns Hopkins University



Ellen works in Intrah's West Africa regional office in Dakar, Senegal. Here, she supports Intrah's PRIME II project, which aims to improve the performance of frontline providers of family planning and reproductive health services. Ellen designs and implements country-specific reproductive health programs, and coordinates two Francophone regional initiatives: postabortion care (PAC) and maximizing access and quality (MAQ).

In terms of country-specific support, Ellen has already worked with PRIME staff to develop proposals for three reproductive health training activities in Mali that have been funded by USAID. The three training activities offer: a new on-the-job approach to provider training; an expanded role for providers in preventing and treating complications of female genital cutting; and support for midwives in managing postpartum hemorrhage, the principal cause of maternal mortality in the developing world.

As the point-person for the Francophone PAC and MAQ initiatives, Ellen coordinates regional trainings, conferences, and research activities in collaboration with JHPIEGO, Family Health International, Population Council, and other partners.

FELLOWS CONNECT FOR SUCCESS

The Programs have worked hard in recent years to foster inter-program collaboration. As a result, Population and PE Fellows have supported various program processes and one another.

Fellows have suggested new host agencies; drafted subsequent fellows' scopes of work; hosted PEAK Fellows, MSI interns, and GAP Mini-Grant recipients; visited one another's field projects; shared technical expertise; and developed joint programming opportunities.

For example, PE Fellows Kathleen Dowd-Gailey (Pronatura Península de Yucatán/Mexico), Ben Piper (The Nature Conservancy/USA), and John Williams (Conservation International/USA) collaborated on a joint PE mapping proposal to Conservation International, designed to inform PE strategies for the Selva Maya ecoregion. Likewise, Population Fellows Kristina Lantis and Amanda Huber of USAID/Washington traveled to the Democratic Republic of Congo to work with the mission's fellow, Tenley Mogk, on strategy development and use of the mission's new reproductive health funds.

“At [my host organization], I am learning effective ways to bring together groups of people, from the inhabitants of rural health districts to ministers of health.”

POPULATION FELLOW



ENDING FELLOWS

During 2002, 22 fellows ended their placements having made significant impacts on their organizations' ability to advance international family planning, reproductive health, and population-environment efforts. The following pages profile these contributions.

Noted also are fellows' current activities. Nine have been hired by the organizations or projects that hosted them, seven are serving other organizations as staff or consultants, one accepted a follow-on Population Fellowship, one has entered a Ph.D. program, and the remaining four are job searching.

Former fellow Marya Plotkin co-facilitates a focus group discussion for Tanzania's Participatory Poverty Assessment. Focusing particularly on reproductive health, she helped the team consider how government policy could reduce poverty and vulnerability.

- 47 **IJEOMA AGULEFO**
JHU/CCP/Ghana
IE&C (Pop, MSI) • 9/00-9/02
- 48 **SIRI BLIESNER**
EngenderHealth/Bolivia
Gender (Pop) • 6/00-6/02
- 49 **NICOLE BUONO**
USAID/Washington
Operations Research (Pop) • 2/00-8/02
- 51 **VALERIE DURRANT**
National Research Council/USA
Applied Demography, Adolescent RH (Pop) • 9/00-9/02
- 52 **RENÉE FIORENTINO**
John Snow, Inc./Madagascar
Program Evaluation and Development (Pop) • 11/00-11/02
- 53 **NOMI FUCHS**
USAID/Washington
Program Monitoring and Coordination, FP/HIV Integration (Pop) • 3/01-7/02
- 54 **JULIA HENN**
ADEMAS/Senegal
Social Marketing (Pop) • 9/00-9/02
- 55 **SARA HOLTZ**
USAID/Senegal
Program Monitoring and Coordination (Pop) • 8/00-8/02
- 56 **AMANDA HUBER**
USAID/Washington
Policy (Pop) • 10/00-10/02
- 57 **MICHELLE HYNES**
CDC/USA
Refugee RH, Applied Research (Pop) • 1/99-1/02
- 58 **TABITHA KEENER**
USAID/Washington
Biomedical Research (Pop) • 10/00-10/02
- 59 **VIRGINIA LAMPRECHT**
Project HOPE/USA
Capacity Building (Pop) • 8/00-8/02
- 60 **ROBERT LAYNG**
Save the Children/Philippines
Applied Research and Program Development (PE) • 10/00-10/02
- 61 **BESEM OBENSON**
Pathfinder International/Peru
Capacity Building (Pop) • 12/00-12/02
- 62 **BEN PIPER**
The Nature Conservancy/USA
Capacity Building (PE) • 6/00-6/02
- 63 **MARYA PLOTKIN**
AMREF/Tanzania
Monitoring and Evaluation (Pop) • 8/00-8/02
- 64 **ELAINE ROMAN**
U.S. Embassy/Turkey
Program Monitoring and Coordination (Pop) • 10/00-3/02
- 65 **LUCILLE SANCHEZ**
JHU/CCP/Nicaragua
Behavior-Change Communication (Pop, MSI) • 6/00-6/02
- 66 **KAREN SCHMIDT**
PATH/Kenya
Behavior-Change Communication, Adolescent RH (Pop) • 9/00-9/02
- 67 **KELLIE STEWART**
USAID/Washington
Maximizing Access and Quality (Pop) • 9/00-9/02
- 68 **MIRIAM TEMIN**
DFID/United Kingdom and Zimbabwe
Donor Coordination, Program Development, FP/HIV Integration (Pop) • 7/98-5/02
- 69 **LYNN VAN LITH**
ZIHP/Zambia
Behavior-Change Communication, HIV/AIDS, Youth RH (Pop) • 10/01-12/02



IJEOMA AGULEFO

JHU/CCP/Ghana

IE&C (Pop, MSI)

9/00-9/02 • MPH, Morehouse School of Medicine



A peer educator with the JHU/CCP partner Group Africa awards a promotional pen to a "Life Choices" contest participant for listing several benefits of family planning.



Ijeoma with participants at an HIV/AIDS workshop in a Liberian refugee camp in Ghana. JHU/CCP's "Love Life" IE&C materials were distributed to reinforce workshop messages.

Ijeoma provided programmatic and administrative support to the Johns Hopkins University/Center for Communication Programs in Accra, Ghana. She assisted program officers in the development of campaigns and media materials; helped facilitate workshops and develop associated training materials; and coordinated the distribution of JHU/CCP-produced promotional materials to NGOs and community organizations.

- Ijeoma contributed to the popular family planning campaign, "Life Choices: It's your Life; It's your Choice." Launched in October 2001, the campaign aimed to address fear of side effects, which was identified as a major reason for the non-use of modern contraceptives. Ijeoma actively participated in consensus meetings with in-country partners to design a family planning logo, slogan, and print materials that illustrate the correct use of modern methods of both short- and long-term contraception.
- Ijeoma helped facilitate two workshops organized by JHU/CCP for Ministry of Health personnel and scriptwriters involved in child health radio serials. The workshops were designed to guide the development of the 52 "HE HA HO" (Healthier Happier Home) scripts that aired nationwide in 2002. This serial drama centered primarily on malaria but also addressed nutrition and family planning themes. Ijeoma sat on the committee that reviewed the weekly scripts before recording.
- Ijeoma also participated in JHU/CCP's manual-development workshop for the "Love Life: Compassion" campaign. The compassion manual was designed to encourage both Christian and Muslim religious groups to recognize the seriousness of the HIV/AIDS epidemic and to embrace rather than alienate members of their congregation who are infected or affected by HIV/AIDS. Ijeoma developed a complementary "compassion kit" that can be used as a participatory compassion-fostering exercise during religious gatherings.



SIRI BLIESNER

EngenderHealth/Bolivia

Gender (Pop)

6/00-6/02 • MPH, University of Washington



At an EngenderHealth/Bolivia workshop on male sexual and reproductive health, service providers brainstorm slang terms that might be used by clients in referring to sexual health issues.



Previously trained workshop participants role-play a condom demonstration.

Siri served on EngenderHealth's (formerly AVSC International's) global Men as Partners team in the Bolivia office. She was charged with institutionalizing the concept of male involvement in reproductive health into program design, implementation, and evaluation.

- Siri worked with the Bolivian NGO CIES to integrate male-focused services, such as vasectomy, sexual dysfunction/infertility, and counseling, into two of its nine reproductive health clinics. Activities included provider training and the development of site-specific action plans.
- She created evaluation tools to measure the impact of service-provider training on the quality of men's sexual and reproductive health services.
- In collaboration with the Population Council, Siri designed an operations research project examining the impact of educational programming with men's groups on the utilization of family planning services.
- She helped evaluate EngenderHealth/Bolivia's nationwide workshops for service providers on informed choice in reproductive health.
- Siri coordinated the development of a low-tech, self-teaching curriculum for rural service providers on contraceptive methods, gender issues, and counseling.
- Siri contributed to several publications on EngenderHealth's innovative male-involvement work in Latin America. She documented focus groups with Bolivian men, assessed a participatory male-involvement advocacy project, and presented three studies at the 2001 American Public Health Association Annual Meeting. This work provided a theoretical base for the continued integration of men into sexual and reproductive health activities, and informed decision-making at the national and service-delivery levels.
- Siri coordinated the adaptation of the WHO Strategic Focus to cervical cancer services. She led a multidisciplinary team in participatory data collection and analysis, which culminated in recommendations for national programmatic and political strategies to reduce cervical cancer incidence.
- Upon completion of Siri's fellowship, EngenderHealth/Bolivia was well-positioned to continue its work with men. It hired a consultant to sustain her momentum in male-focused programming and was designated USAID's lead cooperating agency on male involvement in Bolivia.

Siri is currently an independent public health consultant in Seattle.



NICOLE BUONO

USAID/Washington

Operations Research (Pop)

2/00-8/02 • MPH, Johns Hopkins University

Nicole served multiple roles during her placement at USAID/Washington in the Research Division of the Office of Population.

“[Our fellow] came to her assignment with the skills and experience to hit the ground running, but also has... buil[t] her skills and experience throughout the fellowship. She... is a flexible, creative, and valued member of the team.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

- As a Technical Advisor, Nicole assisted in the planning, management, and monitoring of the FRONTIERS in Reproductive Health project, which supports operations research on priority service-delivery issues. She served as point-person for the dissemination and utilization of research findings, and provided technical input to operations research activities in Guatemala, Honduras, Senegal, Burkina Faso, Ecuador, and Kenya.
- As co-chair of USAID's internal Postabortion Care (PAC) Working Group, Nicole helped revitalize PAC efforts within the Agency. One of her main contributions was leading the development and implementation of the global PAC evaluation – a comprehensive review and analysis of the Agency's existing PAC portfolio. She developed the evaluation scope of work, contributed to the evaluation design, served as a team member, co-authored the evaluation report, and disseminated the findings to eight implementing agencies. USAID recognized Nicole with an “Above and Beyond” award for her outstanding performance as the lead coordinator of the USAID PAC assessment team.
- By request of the Kenya mission, Nicole helped evaluate a \$1 million USAID-funded project that focused on the implementation of postabortion care by private nurse-midwives. Nicole made service delivery and project management recommendations for the follow-on project.
- As a member of the Ghana country team, Nicole advocated for the country's programs through the preparation and presentation of the 2001 Ghana Senior Review, designed to brief senior Bureau for Global Health staff on mission programs and issues. She also prepared a health statistics and trends summary for a Gates Foundation proposal.

Through the Population Leadership Program, Nicole now serves as a Technical Advisor on the Family Health and AIDS management team of the West Africa Regional Program. She is based in Dakar, Senegal.

FORMER FELLOWS
IN THE FIELD

Upon completion of their fellowships, program alumni/ae continue to contribute to the field.

Some 80% of our more than 200 former Population and Population-Environment Fellows still hold jobs in family planning, reproductive health, health, population-environment, or development.

Among fellowship alumni/ae are a Senior Policy Analyst for the Population Reference Bureau; the Chief of Party for JHU/CCP/Zambia; a Senior Program Manager for the MEASURE Evaluation project; a Senior Research Associate for Family Health International; a Population, Health, and Nutrition Deputy Director for USAID/Zambia; an Associate Professor at the Tulane School of Public Health and Tropical Medicine; and a Program Officer at the Packard Foundation.

*“It has been a pleasure
to [host our fellow]
and be inspired by her energy
and dedication.”*

POPULATION FELLOW’S
HOST AGENCY
REPRESENTATIVE

FELLOWS PRESENT AND PUBLISH

Current and former Population Fellows continue to enrich the field through presentations and publications. In 2002, 16 presented or co-authored papers at the American Public Health Association Annual Meeting, seven did so for the Global Health Council, and five for the Population Association of America. In addition, former fellow Denise Roth Allen published a book entitled *Managing Motherhood, Managing Risk* on the risks for rural Tanzanian women inherent in both bearing children and not doing so. Former fellow Gabriela Escudero co-authored a two-volume set of reproductive health program indicators based on her work with the MEASURE Evaluation project. And former fellow Teresa Dean published *Tread Lightly in Different Cultures: Race, Gender and Women’s Reproductive Health Care*.

During the same period, three current or former Population-Environment Fellows presented or co-authored papers at the APHA Annual Meeting and one did so for the Global Health Council. Fellows also presented in other forums, such as the Stockholm Water Symposium; the Healthy Ecosystems, Healthy People Conference; and the International Symposium on Society and Resource Management, thereby sharing their unique experience with new audiences.



VALERIE DURRANT

National Research Council/USA

Applied Demography, Adolescent RH (Pop)

9/00-9/02 • PhD, University of Maryland

With the National Research Council's Committee on Population, Valerie served as the study director for both the Panel on Transitions to Adulthood in Developing Countries and the Workshop on Leveraging Longitudinal Data in Developing Countries.

“My experience with the Population Fellows Program has been great. The Program has a reputation that provides entrée into the field, and is incredibly well-run.”

POPULATION FELLOW

- Valerie's placement enabled the Committee on Population to establish the Transitions to Adulthood panel – a panel of experts charged with examining the relationships among demographic, social, economic, and biological transitions from childhood to adulthood in developing countries and the implications of these relationships for programs and policies affecting reproductive health. Working with committee colleagues, sponsors including USAID, and various academic and program experts, Valerie refined the goals of the project, recruited panel members, and coordinated the project's intellectual direction and administrative details. She also helped secure additional funding for the panel from the World Bank.
- Valerie worked with members of the panel to plan its final product – a book-length report synthesizing relevant research and advancing program, policy, and research recommendations. Valerie contributed to the report's conceptual framework, an approach for evaluating and incorporating research on programs and policies, and a detailed outline; she also drafted text for several chapters. She organized a three-day panel meeting on the report in Mexico City involving researchers, government officials, and program representatives. She also commissioned papers from experts to fill gaps in research on youth transitions in developing countries, especially related to the interrelationships among marriage, school, work, and family formation. The report is expected to be released in summer 2003.
- Working with several experts, Valerie organized the two-day Workshop on Leveraging Longitudinal Data in Developing Countries, which compared the strengths and benefits of three longitudinal approaches for demographic and health research in developing countries. She also co-edited the workshop report (available at www.nap.edu/catalog/10405.html), which includes proceedings and two commissioned papers presented at the workshop.

Valerie continues to serve the National Research Council's Committee on Population, where she is a Program Officer directing the Panel on Transitions to Adulthood.

“A mentoring relationship developed very naturally [in my placement. My host agency representative] is very helpful in sharing technical updates, discussing the political context of the project, and pushing me to take time for informal technical exchanges. I am [also] surrounded by competent colleagues, many of whom I look up to for their training, community mobilization, and other technical expertise.”

POPULATION FELLOW



RENÉE FIORENTINO

John Snow, Inc./Madagascar
Program Evaluation and Development (Pop)
11/00-11/02 • MPH, Columbia University

Renée served as a Reproductive Health and Evaluation Advisor with Jereo Salama Isika – JSI’s large, integrated reproductive health and child survival project in Madagascar. She worked to strengthen programming in adolescent reproductive health (ARH), STI/HIV/AIDS prevention, referral for long-term and permanent contraception, and safe motherhood. Renée helped JSI staff and partners document and disseminate best practices, improve coordination, and utilize existing data for evaluation.

- While based in Fianarantsoa, Renée worked with the Provincial AIDS Prevention Coordinating Committee on a situational analysis of ARH and STI/HIV/AIDS prevention. She helped not only to establish a database of ARH and STI/HIV/AIDS actors and activities, but also to conduct more than 200 key informant interviews and focus groups on the impact of those activities. The results, which Renée presented at the 2002 Global Health Council Annual Conference and the XIV International AIDS Conference, were used to develop a regional action plan that will guide significant funding from USAID; the World Bank; and the Global Fund for Malaria, Tuberculosis, and AIDS. Renée’s support helped strengthen the Provincial AIDS Prevention Coordinating Committee, which is expected to be a key player in Madagascar’s decentralized AIDS strategy, by increasing its ability to carry out research and by providing both baseline decision-making data and models for effective regional programming.
- Renée led the documentation of a pilot referral system for long-term and permanent contraceptive methods. She coordinated quality of care supervisions at referral sites; an assessment of referral mechanisms; and the development of information, education, and communication materials. Preliminary data analysis revealed a significant increase in contraceptive coverage in JSI-supported districts.
- Renée also helped the Ministry of Health finalize a protocol for operations research on the role of community structures in safe motherhood. She also co-authored a successful proposal to Columbia University’s Averting Maternal Death and Disability Program for a seed grant of \$65,000 to strengthen emergency obstetrical services in three Malagasy provinces.

Renée is now a Monitoring and Evaluation Technical Specialist with the Synergy Project in Washington, D.C.



NOMI FUCHS

USAID/Washington

Program Monitoring and Coordination, FP/HIV Integration (Pop)
3/01-7/02 • MPH, Tulane University

Nomi served as a Technical Advisor in the Family Planning Services Division of USAID's Office of Population. Here, she supported family planning/HIV integration and Advance Africa, a USAID-funded activity to scale up family planning (FP) and reproductive health services in Africa.



Nomi conducts a site visit to a family planning/voluntary counseling and testing center in Uganda.



This nurse conducts family planning counseling and service provision at the voluntary counseling and testing site.

- As the Technical Advisor for Advance Africa, Nomi supported the Cognizant Technical Advisor in reviewing project workplans and management reviews, communicating with missions, monitoring budgets, and participating in meetings on the project's future directions. Her work included a monitoring visit to Zimbabwe where the project is integrating HIV prevention into the national community-based distribution program for contraceptives. Several programmatic refinements resulted from the visit.
- Nomi took the lead in coordinating the Intra-Agency Family Planning and HIV Working Group, co-chaired by the Service Delivery and Research Division Chiefs. She organized its bimonthly meetings and promoted its activities.
- Nomi coordinated more than 10 activities supported by FP/HIV Integration Special Initiative population core funds. One activity was a feasibility study on incorporating family planning into voluntary counseling and testing settings in Kenya. Another was an experts meeting on FP/HIV integration. Participants from the World Bank, the United Nations Population Fund, the Centers for Disease Control, USAID, and various cooperating agencies met in late 2001 to provide input into the revision of technical guidelines on FP/HIV integration and to discuss issues such as feasible approaches to integration for adolescents, in supplies and logistics, and within mother-to-child transmission and voluntary counseling and testing programs. Thanks in part to the prudent use of these funds, the budget for FP/HIV Special Initiatives was increased significantly in 2002.
- Nomi presented on FP/HIV integration at the XIV International AIDS Conference, the 2002 Global Health Council Annual Conference, the Maximizing Access and Quality (MAQ) Mini-University, and the USAID Africa State-of-the-Art meeting in Kenya.
- As country coordinator for Mali, Nomi joined a USAID/Washington team that helped the mission finalize its 10-year strategic plan for the health sector.

Nomi is now the Senior Technical Advisor for FP/HIV Integration in USAID's Office of Population and Reproductive Health through the Cooperative Administrative Support Units (CASU) program.



JULIA HENN

ADEMAS/Senegal

Social Marketing (Pop)

9/00-9/02 • MPH, University of Michigan



SECURIL's official launch closes with the Minister of Health (right) and the Director of USAID/Senegal unveiling an eight-foot display of Senegal's new oral contraceptive.



A Senegalese couple reviews the SECURIL information pamphlet Julia designed and produced.

Julia worked with the Agency for the Development of Social Marketing, a Senegalese NGO that implements the Commercial Market Strategies project with Deloitte Touche Tohmatsu, Abt Associates, Meridian Group International, and Population Services International. Under Julia's direction, ADEMAS launched the new socially marketed oral contraceptive SECURIL.

- In support of the launch, Julia conducted market analyses; costing studies; and knowledge, attitude, and practice research identifying effective behavior-change messages as well as environmental, socio-economic, and cultural opportunities and constraints to SECURIL's marketing.
- Julia designed the SECURIL marketing strategy, working closely with the Ministry of Health; USAID; and medical, midwifery, pharmaceutical, and women's groups to refine action plans and assure stakeholder buy-in.
- She reinforced ADEMAS by recruiting and training a staff of five to promote SECURIL in the medical and pharmaceutical sectors.
- She developed promotional and educational campaigns, which included developing SECURIL's name, logo, and slogan and producing client and provider brochures, a product insert, radio and theater sketches, and point-of-sale materials.
- Julia coordinated a public relations campaign on the importance of safe, effective, and affordable methods of family planning in reducing maternal mortality. Activities were coordinated with reproductive health specialists from the Ministry of Health, UNFPA, and Management Sciences for Health, as well as representatives from the Islam and Population Network and the Network of Journalists for Population and Development.
- Julia worked with leading gynecologists and communication specialists to coordinate contraceptive technology and counseling updates for private providers and pharmacists.
- As a result of these efforts, SECURIL is available in pharmacies throughout Senegal at 400 FCFA per cycle (approximately 51 cents), less than half the cost of leading private-sector brands. SECURIL has surpassed other private-sector brands in monthly sales. What's more, the sale of competing brands has not decreased, indicating ADEMAS' success in stimulating demand.

Julia has undertaken a follow-on Population Fellowship with USAID/Senegal.



SARA HOLTZ

USAID/Senegal

Program Monitoring and Coordination (Pop)

8/00-8/02 • MPH, University of North Carolina at Chapel Hill



A billboard from the FHA-supported PSAMAO project, which aims to prevent HIV/AIDS along migratory routes in West Africa. It reminds passersby that they are always well-accompanied with a socially marketed Prudence condom.



A PSAMAO peer educator from Nigeria uses a flip chart to discuss safer sex with a commercial sex worker from Côte d'Ivoire.

Sara worked in the Population, Health, and Nutrition Office at the USAID mission in Dakar, Senegal, supporting its portfolio of integrated reproductive and primary health care interventions within Senegal's recently decentralized health system. She also increasingly assisted with USAID/Senegal's regional health responsibilities within the Family Health and AIDS (FHA) Prevention Project of the West Africa Regional Program (WARP). Her duties included technically reviewing the workplans of USAID's cooperating agencies, supporting budget reviews, monitoring project implementation, and helping identify indicators to measure progress.

- In 2000, Sara helped organize a regional workshop that produced a strategy for both strengthening regional efforts and complementing bilateral efforts to fight HIV/AIDS in West Africa. She also helped plan and implement a follow-up workshop in 2002 that led to a dramatically expanded FHA effort in regional HIV prevention.
- Among the outcomes of the second workshop was a regional donor mapping initiative, designed to identify coverage areas and gaps in family planning, HIV/STI, and child survival programming as well as health-system strengthening activities in the region's USAID non-presence countries. Under Sara's leadership and that of two colleagues from USAID and UNAIDS, 13 African consultants were trained in the donor mapping exercise, which they conducted across the region.
- Sara also took an active role in the design and planning of the FHA Ambassadors' Fund for HIV/AIDS, which aims to implement HIV interventions in countries where FHA previously had no presence. She took multiple exploratory trips in the region to assess current prevention, care, and support interventions and to identify future programming priorities.
- Sara's monitoring efforts led her to successfully advocate for a change in one of the mission's grant recipients to help USAID achieve maximum return on its investment.

Sara is enrolled in a doctoral program in the Population and Family Health Sciences department at the Johns Hopkins University Bloomberg School of Public Health.



AMANDA HUBER

USAID/Washington

Policy (Pop)

10/00-10/02 • MPH, University of North Carolina at Chapel Hill



Amanda and Fellow Nicole Buono with a colleague from the World Health Organization at the Francophone Regional PAC Conference in Senegal.

Amanda served as a Reproductive Health Policy Advisor with USAID/Washington's Bureau of Policy and Program Coordination. She participated in the analysis and development of various population, health, and nutrition policies, and helped ensure that mission and project activities were in line with Agency policy priorities.

- Amanda helped draft guidance documents on the appropriate use of reproductive health/voluntary family planning funds.
- She provided guidance to missions on the Mexico City and Tiahrt policies.
- She drafted a brief for policymakers on postabortion care (PAC) and facilitated a case study in Nepal for USAID's global PAC evaluation – a comprehensive review and analysis of the Agency's PAC portfolio.
- Amanda helped disseminate the Agency's female genital cutting (FGC) policy and served as the USAID point-person for a first-of-its-kind donor coordination meeting on the topic. She not only planned and helped moderate the USAID-sponsored meeting but also provided technical assistance for a follow-up meeting hosted by the World Bank and World Health Organization. Amanda also assisted the FGC Working Group, comprised of FGC implementing agencies, as it expanded its role from information-sharing toward advocacy and technical leadership.
- Amanda helped shepherd the Agency's new breastfeeding policy from conception through drafting to clearance. This involved coordinating a team of experts, facilitating consensus, fact-checking, and troubleshooting the process.
- Amanda provided technical assistance to various missions, traveling to the Democratic Republic of Congo for discussions on the best use of its new population funds and to Nepal for backstopping purposes. In Nepal, she monitored voluntarism and the completeness of information in family planning sites, organized a gender data and indicators workshop, and updated the Health Office's performance monitoring plan.

**MICHELLE HYNES**

CDC/USA

*Refugee RH, Applied Research (Pop)**1/99-1/02 • MPH, Columbia University*

Michelle served as a Public Health Advisor in the Division of Reproductive Health at the Centers for Disease Control and Prevention. As a member of the Reproductive Health for Refugees Steering Committee, Michelle used a series of surveys to identify the health needs of refugees and internally displaced persons and to recommend appropriate programming responses. Michelle's previous work with humanitarian relief organizations helped the CDC develop relationships with these organizations and define its role in the field of refugee health.

“[Our fellow] has been an excellent addition to our division.

The combination of technical skills and understanding and empathy for underserved populations is a rare find.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

- Michelle helped conduct a study of reproductive health indicators in post-conflict refugee camps. This study, which collected data from 52 camps in 7 countries, compared reproductive health outcomes of refugees to host-country and country-of-origin populations. Michelle co-authored an article on this research for the August 7, 2002, issue of the *Journal of the American Medical Association*.
- She helped implement a study of unmet need for family planning among Afghan refugees in Pakistan, which found that 48% of Afghan refugee women have an unmet need for family planning, one of the highest percentages on record. Information from this study was used by relief agencies to plan health programming in both Pakistan and Afghanistan.
- Michelle and her colleagues studied unmet need for family planning, barriers to family planning use, and the prevalence and characteristics of gender-based violence among Burmese refugees in Thailand. The findings are being used to plan health programs in the camps.
- In collaboration with the Reproductive Health for Refugees Consortium, Michelle developed a gender-based violence prevalence survey that is being field tested in conflict-affected populations. The survey will be part of a gender-based violence tool kit that will be distributed to humanitarian organizations working on refugee reproductive health. Michelle helped field test the survey in East Timor and analyzed the data.

Michelle continues to serve as a Public Health Advisor in the CDC Division of Reproductive Health as an Oak Ridge Institute for Science and Education (ORISE) Fellow.



TABITHA KEENER

USAID/Washington

Biomedical Research (Pop)

10/00-10/02 • MPH, University of California, Los Angeles



Tabitha participates in a follow-up visit to three study participants in the Philippines as part of an efficacy trial for the Standard Days Method of natural family planning.



A community health worker in India demonstrates a clock that will be socially marketed to assist users of the Standard Days Method.

Tabitha served as the Biomedical Research Fellow in the Research Division of the Office of Population at USAID/Washington. She worked as an integral member of the biomedical team, which manages and provides technical guidance to projects that develop new or improved contraceptive and reproductive health technologies, evaluate them, and optimize their use in developing countries. The team is also responsible for increasing understanding of the safety, effectiveness, and acceptability of existing technologies.

- Tabitha was the main contact at USAID/Washington for technical support on emergency contraception. She played a major role in the design and implementation of a private-public sector partnership to introduce emergency contraception in West Africa, starting with a product launch in Cameroon.
- Tabitha took the lead in USAID's safe injection for family planning initiative. She developed the strategy for and implemented the Agency's transition from standard disposable syringes for injectable contraceptives to auto-disable syringes accompanied by safe disposal systems. She presented the Agency's work on bundling safe injection systems with Depo-Provera shipments at the 2001 World Health Organization Safe Injection Global Network meeting in New Delhi, India.
- Tabitha assisted in developing the strategy for USAID's expanded program in microbicide research. She also prepared USAID's portion of the Congressional report on federally funded microbicide research.
- Tabitha provided technical support for clinical trials and research dissemination on the Standard Days Method – a low-tech, natural family planning/fertility awareness method. Her dissemination activities initiated mission interest in introducing this method in several countries, including Ethiopia and the Democratic Republic of Congo.
- Tabitha was recognized with an "Above and Beyond" award from USAID for her leadership on a range of issues related to the female condom, including providing product information to and assessing demand from USAID missions, and for helping to pave the way for USAID procurement of the method.

Tabitha is currently a consultant on the Call to Action Project of the Elizabeth Glaser Pediatric AIDS Foundation in Santa Monica, California.



VIRGINIA LAMPRECHT

Project HOPE/USA

Capacity Building (Pop)

8/00-8/02 • MA, Georgetown University and

MPH, University of North Carolina at Chapel Hill



Project HOPE/Malawi staff and health care workers from local tea plantations serve as team members of the Malawi Support to AIDS and Family Health project.



Virginia's work involved her in establishing links with reproductive health and safe motherhood experts. Here she poses with the Vice President of Guatemala's largest midwifery association (center) and a specialist in mother-to-child transmission of HIV/AIDS.

Virginia served as the Reproductive Health Specialist in the Millwood, Virginia, headquarters of Project HOPE, a private voluntary organization addressing health education and training in 31 countries. Virginia's work focused on strengthening Project HOPE's capacity in reproductive health. She helped acquaint headquarters staff with lessons learned by other organizations that incorporated reproductive health into existing programming, provided technical support to field projects, made linkages with organizations working on similar issues, planned for expanded reproductive health staffing, and developed proposals to increase funding for Project HOPE's reproductive health activities.

- Virginia helped write a successful \$2.6 million proposal for USAID funding of child survival, family planning, maternal care, and HIV/AIDS interventions in Nicaragua.
- She provided technical assistance to Project HOPE's reproductive health activities in Malawi and Guatemala, supporting Malawi staff in proposal writing and helping the Guatemala team design and evaluate training and communication activities.
- Virginia served as Chair of the Safe Motherhood/Reproductive Health Working Group of CORE, a network of 35 private voluntary organizations (such as Save the Children, CARE, and Project Concern International) working in reproductive and child health. In this role, she hosted reproductive health technical updates in Washington, D.C.; directed the development of a "crucial checklist" for safe motherhood programs; and helped review community-focused materials for voluntary HIV counseling and testing and mother-to-child transmission activities.
- Along with colleagues, Virginia published two articles in peer-reviewed journals. The first, in *Family Planning Perspectives*, describes the first clinical trial of the Standard Days Method of natural family planning in Guatemala. The second, in *Contraception*, describes periodic abstinence use in Peru, Sri Lanka, the Philippines, and Hungary.
- Based upon Virginia's accomplishments, Project HOPE institutionalized her position as a permanent post within the organization.

Virginia continues to serve Project HOPE as its Reproductive Health and HIV/AIDS Technical Advisor.



ROBERT LAYNG

Save the Children/Philippines

Applied Research and Program Development (PE)

10/00-10/02 • MS, London School of Economics



Community members involved in SC's PESCO-Dev project participate in a mangrove replantation activity.



This unfinished rural health center was completed under the PESCO-Dev project. Staff was provided by the local government and volunteers by the community. Villagers no longer have to travel miles for basic health care.

Robert worked with the Philippines field office of Save the Children (SC)/USA in coastal communities of the Western Visayas, where population pressures are rising and fish stocks declining. His work focused on the Population and Environment Coexistence Development (PESCO-Dev) project, which was designed to integrate sustainable resource management and coastal rehabilitation with quality of health care and family planning. Robert contributed to several activities, including research on reproductive health and coastal resource management, community-based systems for monitoring population and environment indicators, and relevant intervention design.

- Robert identified the need for community-level demographic data and led analyses including trends in age at first birth and age at marriage, contraceptive prevalence rates, and patterns of demand for family planning goods and services. This research has helped SC develop family planning/reproductive health advocacy messages and better target PESCO-Dev activities.
- Robert worked with SC staff and consultants to define the process and content of a participatory, community-based coastal resource assessment. This Environmental Site Assessment helped mobilize communities, built their capacity in coastal resource management, informed field-level programming decisions, and provided a baseline for monitoring and evaluation. Robert also provided guidance to communities implementing environmental management, protection, and rehabilitation projects.
- Robert helped develop and implement a community-based monitoring and evaluation (M&E) system for PESCO-Dev, including a results framework, performance indicators and goals, as well as tools for data collection and analysis. This M&E system has served as a "best practice" model for the country office and has been adopted throughout all SC projects in the Philippines.
- Robert collaborated with World Neighbors on the design and implementation of a pioneering workshop addressing the integration of reproductive health and natural resource management in the Philippines. He co-facilitated the three-day workshop aimed at building a national network of practitioners. Results will be published in *World Neighbors' In Action*.

Robert is currently a consultant to Population Action International, contributing to a field guide for implementing PE interventions at the community level.



BESEM OBENSON

Pathfinder International/Peru

Capacity Building (Pop)

12/00-12/02 • MBA, San Francisco State University and
MPH, University of Texas Health Science Center at Houston



Besem facilitates a strategic planning session with staff from ASDE, a local reproductive health NGO in Arequipa, Peru.



A young woman receives reproductive health counseling at the Medisol Clinic. This now self-sufficient clinic serves low-income families in Lima and is part of Pathfinder's Private Grants Division, which Besem supported.

Besem served as the Sustainability Coordinator with Pathfinder/Peru's USAID-funded ALCANCE project. ALCANCE focused on strengthening the capacity of seven Peruvian NGOs to provide quality family planning services to underserved populations.

- Under Besem's direction, all seven NGOs developed Web sites to promote their activities, receive online donations, and recruit volunteers. Sites are available in English and Spanish, and four NGOs plan further translations. Besem catalyzed this process, provided technical support, and developed manuals on site maintenance.
- With guidance from Besem in recruitment, selection, communication, and supervision, four NGOs developed active volunteer programs, hosting more than 25 volunteers, including professionals in public health, business, and technology. Volunteer contributions included writing English-language proposals, conducting mobile health fairs in remote communities, and developing donor databases that helped two NGOs increase their funding. Based on this experience, as well as a voluntarism manual Besem produced, the NGOs are improving their ability to develop appropriate workplans and effectively supervise volunteers.
- Besem carried out workshops on how technology can improve productivity and what to do when technology fails. As a result, the NGOs have learned to address issues from viruses to networking to automating routine administrative functions.
- Besem worked with Pathfinder's Private Funds Manager to develop several successful proposals. Among them was a \$490,000 USAID-funded project on contraceptive social marketing, along with three \$100,000 grants – an anonymous gift for adolescent reproductive health and two awards from the Bergstrom Foundation, one for reproductive health and another for population-environment.
- Besem taught workshops on seeking funding through alternate means like the Internet. As a result, three of the NGOs received between \$2,000 and \$50,000 from private groups.
- Besem identified technological resources the NGOs could use for social marketing, such as Web sites and listserves. Three are now using these resources to sell their instructional manuals and consulting services to the government and other NGOs as a step toward sustainability.



BEN PIPER

The Nature Conservancy/USA

Capacity Building (PE)

6/00-6/02 • MA and MPH, Yale University



Ben and the TNC/Guatemala country director assist with "situation diagramming." This exercise helps TNC partners identify sources of stress on a conservation target. From this exercise, another group identified family planning services as one strategy for stress-mitigation.

Ben served at The Nature Conservancy's (TNC's) headquarters office in its International Conservation Science department. Amidst an organization-wide restructuring, Ben worked to garner support for integrating human population analyses and projects into the biodiversity conservation work of TNC and its partners. As the fifth Population-Environment Fellow at TNC and the first at its headquarters, Ben's work built on the field experience of these former fellows. Although TNC had recognized population pressures as indirect drivers of biodiversity loss, it lacked a systematic methodology or program to mitigate these pressures.

- Ben began by analyzing population issues and fellows' experiences at TNC's international conservation areas. Initial results presented in an internal white paper indicated that migration is the primary population concern and that growth rates are as high as 10.1 percent annually in these areas – substantially higher than the average global growth rate.
- To enrich staff understanding of how population issues affect conservation efforts, Ben organized five presentations at TNC by experts in the population-environment field. Topics included migration influences, gender and migration, and the relationship of population density to deforestation. In addition, Ben presented at six major TNC functions, providing recommendations on how population issues could be integrated into conservation work. These recommendations included incorporating population growth and density data into ecoregional planning, partnering with voluntary family planning organizations, and assisting in the development of local and national population policies.
- Ben developed GIS global data sets on population growth rates using the Gridded Population of the World (GPW) data set. Although GPW data is at a coarse scale, it is free, making it accessible to conservationists wishing to incorporate population data into ecoregional planning.
- Ben developed a fact sheet on population-environment dynamics, which demonstrated the importance of addressing population issues within TNC's conservation process.

Ben is currently a GIS Analyst with Altarum's Energy, Environment, and Transportation unit.



MARYA PLOTKIN

AMREF/Tanzania

Monitoring and Evaluation (Pop)

8/00-8/02 • MPH, University of North Carolina at Chapel Hill

Marya served as the Monitoring and Evaluation (M&E) Officer for the African Medical Research Foundation, an NGO committed to improving the health of disadvantaged Tanzanians.

“The fellowship program is extremely worthwhile especially in strengthening the links between northern and southern institutions and in skills transfer and experience sharing.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

- Marya helped AMREF projects become more results-oriented by contributing to the design of regular monitoring systems, tools, surveys, and evaluations. Under her supervision, 12 projects developed M&E systems and five designed major databases. Among the projects she supported were those addressing life skills for youth, child survival, reproductive health and HIV prevention in gold mines, and national voluntary counseling and testing for HIV. Marya presented the results from a baseline survey on gender equality, reproductive health, and domestic violence at the 2001 APHA Annual Meeting.
- Marya conducted trainings to build the capacity of AMREF staff in monitoring and evaluation, participatory research methods, and databases. She also started an M&E Working Group that brought together M&E staff from AMREF and other NGOs to share experiences and strengthen each other's capacity.
- Marya facilitated the involvement of AMREF in a national qualitative assessment of poverty in Tanzania. The Participatory Poverty Assessment marked the first time the Tanzanian government actively sought input from the poor on how government policy could reduce poverty and vulnerability. Marya's efforts led to AMREF's selection as one of eight organizations in Tanzania to conduct the fieldwork, looking specifically at health services and national HIV/AIDS policies. Marya served on the fieldwork team, conducting five months of participatory field research with an emphasis on reproductive health.

Marya has accepted a position as National HIV/AIDS Program Coordinator with Concern Worldwide of Tanzania.



ELAINE ROMAN

U.S. Embassy/Turkey

Program Monitoring and Coordination (Pop)

10/00-3/02 • MPH, Tulane University

“I would like to thank the Population Fellows Program for providing such outstanding young professionals. Your program is meeting a great need in the international population and reproductive health fields.”

POPULATION FELLOW'S
HOST AGENCY REPRESENTATIVE

As the Assistant Population Advisor at the U.S. Embassy in Turkey, Elaine helped manage the country's USAID-funded population program. She collaborated closely with the Population Advisor in documenting program impacts, coordinating with USAID/Washington, monitoring and evaluating the work of the program's cooperating agencies, and working with partners to ensure the sustainability of quality family planning services as USAID phased out population assistance to the country. By the program's final year, national partners were implementing most projects with minimal assistance, and the Ministry of Health had committed to providing the funding and technical expertise to not only continue, but expand on, the work formerly supported by USAID.

- Elaine supported cooperating agencies' efforts to increase quality reproductive health services in Turkey. She coordinated among partners and participated in trainings and site visits. Her work included assisting in a JHPIEGO training for nurse-midwives, working with EngenderHealth to link postabortion care with family planning services, and supporting Management Sciences for Health's monitoring and evaluation efforts and The Futures Group's work in program and policy dialogue.
- Using indicators from Turkey's comprehensive monitoring and evaluation plan, Elaine helped monitor the program, which not only achieved, but often surpassed, its goals.
- Elaine documented the Turkey program's successes and lessons learned in publications such as its annual report and a history of USAID's work in Turkey. Despite being a USAID non-presence country with limited funding, Turkey's program achieved meaningful results. These included an institutionalized training system, linkage of postabortion services with family planning, a monitoring and evaluation system appropriate for use by local providers and ministry officials, and a commitment from the Ministry of Health to procure and manage contraceptive supplies.
- Elaine also co-authored a paper, which is pending publication, on the use of withdrawal as a family planning method in Turkey. Withdrawal is the country's most popular means of contraception.

Elaine is currently a Program Development Officer for East and Southern Africa with JHPIEGO.



LUCILLE SANCHEZ

JHU/CCP/Nicaragua

Behavior-Change Communication (Pop, MSI)

6/00-6/02 • MPH, University of Miami



Lucille at a meeting in Managua with her host agency representative (center) and a colleague from JHU/CCP in Baltimore.



Lucille at the first reproductive health festival of a community mobilization effort in Santa Maria, Nueva Segovia.

Lucille worked with the Johns Hopkins University/Center for Communication Programs in Nicaragua as a Reproductive Health Specialist. During her placement, she was involved primarily in the development and implementation of the third phase of a national reproductive health campaign called “Together We Decide.” The campaign used mass media and community-mobilization activities to help adolescents and young adults postpone sexual initiation and avoid unintended pregnancies and sexually transmitted infections, including HIV/AIDS. During the campaign’s design, Lucille worked closely with members of a national Interagency Committee on Reproductive Health, comprised of more than 30 governmental and nongovernmental organizations, to strengthen members’ capacity to implement health communication interventions.

- Lucille developed a training manual on the “P Process” methodology – JHU/CCP’s framework for developing strategic health communication programs. The manual was used in workshops designed to train local partners in implementing health communication interventions.
- Lucille coordinated and implemented two intensive workshops with the Interagency Committee to develop the goals, objectives, and messages of the “Together We Decide” campaign. She took the lead role in these workshops and helped strengthen the committee, which has now elected a technical group to coordinate future activities. JHU/CCP expects to evaluate the campaign using the Demographic and Health Survey.
- Lucille coordinated the campaign’s community mobilization strategy, which focused on strengthening 12 departmental reproductive health committees. JHU/CCP provided small grants to these committees to implement local reproductive health festivals, with activities such as themed parades and contests assessing spectators’ reproductive health knowledge. The festivals not only provided communities with information in an entertaining format but helped committee members form relationships and learn to implement communication activities. The Interagency Committee played a crucial role in this process and plans to continue work at the departmental level beyond the campaign.



KAREN SCHMIDT

PATH/Kenya

Behavior-Change Communication, Adolescent RH (Pop)

9/00-9/02 • MPH, Yale University and MS, Columbia University



This reproductive health education session includes a condom demonstration.



Despite a downpour, an IMPACT drama group in Bungoma, Western Province, performs an interactive skit with lively audience participation.

As a member of several project teams in the Kenya office of the Program for Appropriate Technology in Health, Karen focused on the use of behavior-change communication to improve reproductive health and prevent HIV, especially among adolescents.

- For the USAID-funded IMPACT project (Implementing AIDS Prevention and Care), Karen coordinated the development of *Nuru*, a three-volume comic book series using realistic characters and a lively story to promote reflection among young people about relationships and sexuality. Based on the series' success in Kenya, Tanzania, and Uganda, PATH obtained funding to create a fourth and fifth volume, and the series may be reprinted and distributed to other African countries.
- For the Kenya Girl Guides Association, a major IMPACT partner, Karen provided technical assistance for the peer education program and coordinated the development of an HIV and AIDS badge.
- On the IMPACT team, Karen was involved in several other innovative reproductive health activities. These included: *Kati Yetu*, a national radio program that addresses key issues related to relationships and health and showcases examples of positive behavior change in the community; magnet theatre, an interactive form of youth community theatre; and a "three-in-one" mural project, which combined painting, drama, and essay writing for in-school youth.
- Karen worked with the Youth Exchange Network, a group of eight youth-serving organizations in peri-urban Nairobi. Member organizations focus on youth development, with an emphasis on adolescent sexual and reproductive health and HIV prevention. Karen developed the network's quarterly newsletter, *Nexus*. She convened an editorial committee, helped create a participatory editing process, and assured production of each issue.
- Karen also contributed to the Increasing Access to Emergency Contraception through Pharmacies project. She coordinated the development of print materials designed to identify and brand youth-friendly pharmacies, raise awareness among youth about the availability of emergency contraception, and provide information about reproductive health.

Karen has accepted a consultancy with PATH/Philippines.



KELLIE STEWART

USAID/Washington

Maximizing Access and Quality (Pop)

9/00-9/02 • MHS, Johns Hopkins University

“The skill of collaborating successfully on a very large scale has been valuable to develop.... In [my] position, I am in very close contact with high-level staff from several agencies, [which] has afforded me the opportunity to work closely with people [who] have a great deal of experience.”

POPULATION FELLOW

Kellie served as the coordinator of the Maximizing Access and Quality (MAQ) Initiative in the Research Division of USAID's Office of Population. The MAQ Initiative aims to improve access to and quality of reproductive health care in field programs by introducing and supporting the application of evidence-based best practices. The MAQ Initiative actively engages Office of Population cooperating agencies (CAs), USAID missions, and global partners in the effort to improve service-delivery programs.

- Kellie coordinated and implemented two MAQ “Mini-University” conferences in Washington, D.C., that provided technical updates of best practices in reproductive health to more than 500 participants from USAID, its CAs, and beyond. The conferences were so successful that the MAQ Mini-University has now become an annual event.
- Kellie coordinated the first sub-regional MAQ Exchange (a field-based workshop addressing best practices in reproductive health). The Exchange was held in Honduras and involved 75 participants from Honduras, Guatemala, Nicaragua, El Salvador, and the Dominican Republic. This Exchange was the first to provide participant teams with seed money to implement action plans developed during the workshop, and the first to incorporate a formal evaluation of the workshop's outcome. Kellie also coordinated a country-specific MAQ Exchange in Nigeria.
- Under Kellie's leadership, the MAQ Initiative collaborated with the Interagency Gender Working Group to design and initiate a qualitative study of the relationship between gender dynamics and access to and quality of reproductive health care. Data is currently being collected in India, Guatemala, and Kenya.
- Kellie was closely involved in the formation, funding, and activities of the “Implementing Best Practices” (IBP) Consortium, a collaboration among USAID, the World Health Organization, and partner agencies that was designed to coordinate the dissemination, adaptation, and application of best practices in reproductive health. Kellie was involved in the preparation for IBP conferences in both Egypt and India.

Kellie is now a Technical Advisor in USAID's Service Delivery Improvement Division through the Population Leadership Program.



MIRIAM TEMIN

DFID/United Kingdom and Zimbabwe
*Donor Coordination, Program Development,
 FP/HIV Integration (Pop)*
 7/98-5/02 • MSc, Harvard University



Miriam with a team member during a two-week assessment of the Family Planning Association of India.



A chief's retainer and other community members in Zambia's Eastern Region share their thoughts on a DFID-funded community-based contraceptive distribution project.

Miriam provided program development support to the United Kingdom's aid agency, the Department for International Development, at both the headquarters and country level. Throughout her fellowship, she was able to liaise between DFID and USAID on jointly funded projects.

- During the London phase of her fellowship, Miriam helped increase the capacity of DFID's Health and Population Department to focus on underaddressed issues. These included: monitoring operations research on young people's health; tracking investments in the prevention of female genital mutilation; and incorporating gender equity into all projects. Miriam helped inform DFID advisors around the world about successful approaches to increasing young people's access to health services, for example, by positioning midwives at marketplaces in specially constructed huts.
- After moving to DFID's regional office for Central Africa in Zimbabwe, Miriam helped integrate family planning, HIV/AIDS, and reproductive health into the design of broader health projects, in particular by addressing the social causes of vulnerability and poor health. She helped to ensure that lessons learned in one country informed the design of similar projects in other countries.
- Miriam also took a lead role in supporting the offices in Zimbabwe, Zambia, Malawi, and Mozambique to mainstream HIV/AIDS across their development portfolio. Thanks to her efforts, advisors now consider how their projects can contribute to HIV/AIDS prevention and impact mitigation in innovative ways. For example, a post-flood roads reconstruction project in Mozambique invited Population Services International to conduct training and awareness events for workers. The project management team also ensured access to condoms and sexual health services for employees.
- In recognition of the important linkages between family planning and HIV/AIDS prevention in southern Africa, Miriam designed and monitored a large sexual and reproductive health program that ensured the continuous supply of quality contraceptives through Zimbabwe's public and private sectors.

Miriam accepted a short-term consultancy with DFID upon completion of her fellowship.



LYNN VAN LITH

ZIHP/Zambia

Behavior-Change Communication, HIV/AIDS, Youth RH (Pop)

10/01-12/02 • MPA, Columbia University

*“I feel like I am providing
needed technical expertise*

*and building up the HIV unit
through my advisory role....*

*I [also] feel very much
a part of the team.*

*Working with my
Zambian colleagues
has been rewarding....*

*I am certainly learning
as much from them
as they hopefully are
from me.”*

POPULATION FELLOW

Lynn served in the Communications and Community Partnerships Division of the Zambia Integrated Health Programme as the HIV/AIDS and Adolescent Programs Advisor. A network of four international NGOs that is funded by USAID, ZIHP focuses on HIV/AIDS, malaria, integrated reproductive health, and child health and nutrition. Lynn's efforts centered on HIV/AIDS behavior-change communication.

- Lynn provided technical assistance on the HEART (Helping Each Other Act Responsibly Together) mass media campaign, which targeted youth with HIV-prevention messages. This involved overseeing the campaign, advising on strategy, coordinating the design team, soliciting stakeholder input, and pre-testing campaign messages.
- Lynn was a member of the development team for FACEAIDS – a workplace HIV program targeting organizations in both the public and private sectors. She drafted a peer education manual and facilitated workshops to help companies develop HIV policies that address stigma and discrimination in the workplace.
- Lynn worked to involve religious leaders in HIV prevention, organizing two workshops aimed at encouraging these leaders to speak more openly about HIV in their churches. Task forces have since been formed to continue the dialogue, and a pastor involved in prison outreach has expressed interest in expanding HIV-prevention messages to reach young incarcerated men.
- Lynn supported the HIV unit in budgeting and workplan development, and provided technical input on all of ZIHP's information, education, and communication materials relating to HIV and youth.
- Lynn also presented two posters at the XIV International AIDS Conference. The first dealt with the HEART campaign's approach to HIV stigma, personal risk assessment, and the adoption of risk-reducing behaviors among youth. The second addressed the high demand among Zambian youth for abstinence messages.

Lynn's placement was supported with non-population, field-support funds.

Lynn continues to work on HIV issues in Zambia as a Program Officer with the Johns Hopkins University/Center for Communication Programs.

RE DE SANTE
REPRODUCTION
S JEUNES
YOFF MAKAL II

CONSULTATIONS

- MEDECINE GENERALE
- SERVICE DE SANTE
DE REPRODUCTION
- GYNECOLOGIE
- PREVENTION
ET TRAITEMENT
- CONSEILS

RYOUS



PROFESSIONAL EXCHANGE FOR APPLIED KNOWLEDGE (PEAK) FELLOWS

The PEAK Initiative allows the Fellows Programs to apply our experience in professional development, capacity building, and networking even more directly to individuals and institutions from developing countries that are working in the fields of family planning, reproductive health, and population-environment.

In 2002, our second cohort of PEAK Fellows – seven professionals from sub-Saharan Africa – undertook their fellowships, and four Latin American fellows were selected to begin placements in 2003. In addition, we began to see the results of our first cohort's applied projects.

The PEAK Initiative has been funded from its inception by the Compton Foundation; the 2003 cohort will also receive support from the Hewlett Foundation.

2002 PEAK Fellow Abdoul Aziz Cissé in front of the Senegalese Association of Family Welfare's Youth Reproductive Health Center. Abdoul's placement focused on the social marketing of voluntary HIV/AIDS counseling and testing services for youth.

2002 FELLOWS



CLEMENT BWALYA

Youth Activists Organization (YAO) • Zambia

Clement is a Project Manager with YAO, a local NGO based in Lusaka that provides reproductive health and HIV/AIDS information to youth through innovative programs such as soccer camps and interfaith outreach sessions. His fellowship involved coursework and an internship focusing on research and evaluation. Clement participated in the London School of Hygiene and Tropical Medicine's short course on reproductive and sexual health research, as well as in classes on HIV/AIDS and monitoring and evaluation at the Johns Hopkins University Bloomberg School of Public Health. In addition, he interned with Advance Africa, where he helped develop the Zimbabwe National Family Planning Council's new monitoring and evaluation system for community-based contraceptive distribution. The internship included a site visit to oversee implementation of the system and to analyze health data. Clement's applied project will assess YAO's use of football camps to provide reproductive health information.

*“The importance of the
PEAK Fellowship to me
and my organization
cannot be overemphasized;
it offered training
that will be very useful
in sustaining the
institutional, programmatic
and financial aspects
of my organization.”*

2002 PEAK FELLOW



ABDOUL AZIZ CISSÉ

Senegalese Association of Family Welfare (ASBEF) • Senegal

Abdoul is the Director of ASBEF's Youth Reproductive Health Center. He participated in the Johns Hopkins University/Center for Communication Programs' course "Advances in Health Communication" to improve his skills in program outreach. He then interned with Population Services International's "New Start" campaign in Zimbabwe, where he learned to socially market voluntary HIV/AIDS counseling and testing (VCT) services for youth. For his applied project, Abdoul will implement a VCT program for ASBEF targeting youth and pregnant women.



LUTE KAZEMBE

Zambia Integrated Health Programme (ZIHP) • Zambia

Prior to her fellowship, Lute was ZIHP's Men's Participation Communication Coordinator. She attended the Johns Hopkins University/Center for Communication Programs' course "Advances in Health Communication" in order to develop a strategic approach to designing information, education, and communication campaigns. She then interned with the POLICY Project to identify key policy issues related to male involvement, especially gender-based violence and HIV/AIDS. She worked directly with the POLICY Project in Jamaica to integrate male involvement into its strategic framework and also attended a conference in Brazil on involving young men in reproductive health. Lute plans to use the skills gained during her fellowship to develop new policies to include men in reproductive health programs and decision-making.



FATIMATA LANKOANDE

World Neighbors/West Africa • Burkina Faso

Fatimata is a Reproductive Health Coordinator based in the West Africa regional office of World Neighbors. Her fellowship focused on methods to quantitatively evaluate integrated population-environment programs. She attended courses in survey research techniques, evaluation design, and international population at the University of Michigan before beginning her internship with the Philippines field office of Save the Children/USA. During her internship, she helped PE Fellow Robert Layng design monitoring and evaluation tools for the Population and Environment Coexistence Development project, which promotes the health of people in coastal areas of the Philippines and the ecosystems on which they depend. For her applied project, Fatimata will use qualitative and quantitative tools to assess World Neighbors' Program for Strengthening Rural Community Organization and Self-Promotion. She will measure the extent of population-environment integration and design a plan to expand the program into additional villages.



STUBBS MALULEKE

Township AIDS Project • South Africa

Stubbs is an AIDS Educator and Counselor for the Township AIDS Project based in Soweto. He interned with Advocates for Youth in Washington, D.C., in order to gain exposure to a range of HIV/AIDS programs and to learn more effective program management. During his internship, he helped coordinate a youth visibility campaign at the XIV International AIDS Conference in Barcelona and conducted a monitoring and evaluation workshop in Botswana for YOHO, one of Advocates' partner organizations. Stubbs also participated in the Public Health Institute's "Implementing AIDS Programs" workshop in addition to attending various training sessions in Washington, D.C. The goal of his applied project is to educate and empower men on sexual health, healthy lifestyles, decision-making, and advocacy. Specifically, his project will involve training taxi drivers to become resources for information related to HIV/AIDS and reproductive health.

THE PEAK PROCESS

PEAK Fellows participate in a number of activities that build skills and foster dialogue critical to program success.

1. The first is a strategic-planning workshop that helps fellows and their supervisors confirm the skill set needed by both the fellow and his/her organization. The results feed directly into the design of both the fellowship and the applied project.
2. Fellows then participate in a group orientation at the University of Michigan where they receive an overview of relevant technical topics.
3. This is followed by a two- to six-month fellowship individually tailored to the fellow's professional development needs. This may include a formal training course, classes at a university, and/or an internship with a regional or international organization doing high-quality work in the fellow's area of interest.
4. Each fellow then returns to his/her home organization to implement an applied project, which is partially funded through a PEAK seed grant and utilizes the fellow's new skills.
5. After this phase, fellows and their supervisors participate in a follow-up workshop to maintain connections, share successes, and discuss lessons learned.



MARY KIARA PHIRI

Youth Media • Zambia

Mary is a co-founder of Youth Media and Editor of its prominent reproductive health newspaper for teens, *Trendsetters*. Her fellowship goals were to learn how to strengthen the structure and sustainability of her organization as well as to improve her technical media skills. Mary had two short internships: one with the Global AIDS Alliance in Washington, D.C., where she focused on fundraising; and another with the International Youth Foundation in Baltimore, where she devised strategies to improve Youth Action Net, a Web site designed by and for young people. She attended the Johns Hopkins University/Center for Communication Programs' workshop "Make A Difference: A Strategic and Multi-sectoral Approach to HIV/AIDS Communication" as well as a Columbia University Graduate School of Journalism publishing course in order to learn more about the "business" side of publishing and the latest trends in communication campaigns. In addition, she participated in CEDPA's "Institution Building" workshop to strengthen her leadership and management skills so that she can enhance Youth Media's organizational capacity. For her applied project, Mary will develop a new business plan for Youth Media, and will identify and implement management practices in support of this plan.

"[During my PEAK Fellowship], I was able to identify the strengths of my organization and the areas that needed developing. Acknowledging the strengths inspired pride and commitment to excellence. The process of creating an action plan [clarified the] direction in which the organization should go and the steps needed to get there."

2002 PEAK FELLOW

“The courses were excellent and exactly suited to my personal development needs and the needs of the organization.”

2002 PEAK FELLOW



GLADYS FRI SAMA

Integrated Education and Development Programs •
Cameroon

Gladys is the coordinator for Integrated Education and Development Programs (IEDP), an NGO serving rural women in northwestern Cameroon. Her fellowship focused on improving IEDP's institutional capacity to design and implement integrated reproductive health, environmental, and development programs. Gladys took several short courses in Ann Arbor, Michigan, as well as CEDPA's "Institution Building" workshop to improve her fundraising and management skills. To gain another perspective in grassroots programming and evaluation, she interned with World Neighbors/India, which has integrated reproductive health into its other health and development activities. To share the lessons she learned with a wider audience, Gladys plans to use her applied project to train staff from IEDP and other local NGOs in developing project proposals and financial management systems.

“My fellowship was focused on organizational sustainability. The immediate results of my applied project are that my organization is generating income by marketing our technical assistance to public health institutions such as the Ministry of Health, and we are now running a three-year project funded by the Japan International Cooperation Agency.”

2001 PEAK FELLOW

2003 FELLOWS

The following individuals were selected in 2002 to begin
PEAK Fellowships in 2003:

ROSSANA CIFUENTES

PE Coordinator • ProPetén Foundation/Guatemala

Population-environment

MARIA KAHN

Program Director • Population Concern/Peru

Adolescent reproductive health

NANCY OCHOA LUNA

Adolescent Program Coordinator • ASDE (Social Action
and Development)/Peru

Community development, gender, and adolescent health

YURIRIA RODRIGUEZ

Coordinator of State Networks • Democracy
and Sexuality Network/Mexico

Strategic planning, project design, monitoring and evaluation

“During my PEAK Fellowship, I [interned] with Prosalud in Bolivia, which has many years of experience in non-traditional training. I adapted one of their processes to improve our training system by using a contest to motivate staff to address problem areas.... This applied project improved staff knowledge and teamwork so much that it has now been expanded to all 17 of our clinics.”

2001 PEAK FELLOW



MINORITY-SERVING INSTITUTIONS INITIATIVE INTERNS

The Population Fellows Programs' Minority-Serving Institutions (MSI) Initiative provided summer internships in international population to 14 undergraduates in 2002, split evenly between students from Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs).

In addition, this year the MSI graduate internship program supported a recent HSI graduate as she completed supplemental population-related coursework and an applied internship at USAID in preparation for a Population Fellowship.

2002 MSI undergraduate intern Rhonda Phill with neighborhood children in Kagunda, Zambia, where she had an appointment to discuss proposal development.

Photo Credit: Raphael Kamuzyu

2002 UNDERGRADUATE INTERNS



Summer 2002 interns: (from left, seated) Tara Ellison; Susana Camacho; Cibel Hilerio; Loraine Cortez; Odessa Johnson; Esther Ohito; Vaneasha Jackson; (from left, standing) Javier Martínez Villanueva; Fiedra Hernández; Amber Hopkins-Jenkins; Kamilah Munir; Karon Choates; Rhonda Phill; José Bauermeister.

José Bauermeister

***Society for Women Against AIDS
in Africa (SWAA)/Dakar, Senegal
University of Puerto Rico-Mayagüez '02,
Psychology***

José supported SWAA's goal of improving institutional capacity. In addition to reviewing several grant proposals, José contributed to concept papers on socio-cultural traditional practices and HIV/AIDS transmission in West Africa as well as value-based training on gender and human rights. He restructured and oriented visitors to SWAA's resource libraries; conducted literature reviews on sexuality and contraception; and participated in SWAA's strategic planning process. In the field, José assisted SWAA with community-based educational trainings on HIV/AIDS, STIs, and family planning. He also provided technical training to staff, enabling them to develop a contacts database and an educational Web page for SWAA's youth program.

Susana Camacho

***Project Concern International
(PCI)/Cochabamba, Bolivia
Florida International University '02,
International Relations & Women's Studies***

Susana worked with PCI's Carpa Lila (Purple Tent) project, a traveling health fair that provides community entertainment while disseminating reproductive health information. The Purple Tent aims particularly to reach adolescents from marginalized areas, where reproductive health information is less accessible and sexual debut relatively early. As part of a team of local students, musicians, puppeteers, actors, and community organizers, Susana helped enlist the support of local authorities, led games and dialogue inside the tent, and assisted with volunteer training workshops. She also participated in activities designed to assess the fair's impact and encourage further community-based reproductive health educational activities.

Karon Choates

*The Alan Guttmacher Institute (AGI)/New York, NY
Howard University '02,
Health Sciences Management*

Working with AGI's communications and development division, Karon helped identify target audiences for and expand the distribution of AGI's *International Family Planning Perspectives* journal and its *Men's Reproductive Health Special Report*. Karon also researched Internet features used in various health-related sites to inform the development of AGI's State Center Web site. State Center aims to provide information on family planning and reproductive health in the U.S. in areas such as policy, social and emotional development, income, demographics, education/skills, and family and community.

Loraine Cortez

*Mexican Family Planning Association
(Mexfam)/Mexico City, Mexico, and
Pronatura Península de Yucatán (PPY)/
Yucatán, Mexico
California State University, Los Angeles '02,
Social Work*

Loraine had a joint placement with Mexfam and PPY, designed to more closely integrate reproductive and environmental health activities for rural communities around Mexico's Calakmul Biosphere Reserve. With Mexfam, Loraine attended a training on reproductive health rights, gender, family planning options, as well as cultural issues related to discussion of reproductive health. With PPY she used this background to conduct and evaluate surveys regarding water security and reproductive health. This involved helping to both create a community zoning map and present a workshop for rural women on reproductive rights, HIV/AIDS prevention, and available contraception.

UNDERGRADUATE INTERNSHIP ALUMNI/AE IN THE FIELD

Our undergraduate internships are designed to expose students from MSIs to career possibilities in the fields of international family planning, reproductive health, population-environment, and development. Each year, additional interns decide to parlay their experience into just such a career.

To date, well over half of our 79 undergraduate internship alumni/ae have expressed an interest in continuing in the field.

Already 28 have pursued graduate studies in areas such as public health, sociology, public policy, and international affairs and development. In addition, 14 have held relevant follow-on positions, two have received GAP mini-grants for graduate-level family planning internships, and several more are planning to apply for GAP funding in 2003.

Tara Ellison

PLANFAMI/Puno, Peru

University of New Mexico '02, Economics

Tara worked with PLANFAMI, an organization that provides family planning, reproductive health, and educational services in Puno and the surrounding areas. She helped design an informational Web page for volunteers interested in supporting the services offered through PLANFAMI's clinics. She also translated a responsible parenthood brochure and co-wrote a grant to provide reproductive health and sexual education to girls in rural communities around Puno. In addition, Tara assisted in the development of a project to provide workshops for teachers, parents, and youth on topics such as family planning, sexual education, and domestic violence.

Fiedra Hernández

ASDE (Social Action and Development)/Arequipa, Peru

*Florida International University '02,
Environmental Studies & International Relations*

Fiedra's time was split between Arequipa, where she created a donor database and translated project proposals, and the nearby town of Majes, where she participated in community-based sexual education and environmental awareness workshops. Her presentations to schools, parents, community leaders, and NGOs resulted in school-based compost and horticulture projects as well as an increased capacity among these groups to address community issues such as sexual education, teenage pregnancy, and waste management. In addition, Fiedra met with potential student reproductive health promoters to discuss sexual differences, gender, and family planning. She also participated in an ASDE-sponsored, biweekly radio show on youth sexual rights.

“One can only learn so much from books and papers – real life experiences are needed to make learning unforgettable.... I have had the opportunity to live for three months how I want my future life to be.”

MSI CERTIFICATE COURSE PILOTS INTENSIVE PREPARATION

In the summer of 2002, seven students – from one HBCU and one HSI – attended a two-week “Foundations of International Population and Development” course hosted by the Population Fellows Programs. This course is the first step in a pilot certificate program designed to offer interns more in-depth knowledge of the field. University of Puerto Rico-Mayagüez Professor and MSI Advisory Board Member Havidán Rodríguez taught the course, and the Director of Hampton University’s Leadership Institute, General Bettye H. Simmons, participated. Each professor also serves as a faculty advisor to their respective student group. The seven undergraduates are currently enrolled in population-related courses at their home institutions in preparation for summer 2003 MSI internships.

“I realized that access to information and resources to better plan families is essential to improving quality of life in developing countries.”

2002 MSI UNDERGRADUATE INTERN

Cibel Hilerio

*Save the Children (SC)/Washington, D.C.
University of Puerto Rico-Mayagüez '02,
Psychology*

Cibel worked primarily with SC’s Adolescent Reproductive and Sexual Health (ARSH) program. She conducted a literature review on ARSH programming in Central America and worked on a Spanish-language reproductive health resource kit for use by field office staff in program design and proposal writing. Cibel also attended a program design, monitoring, and evaluation workshop in Bangkok, where she contributed her qualitative research background to SC’s presentation and interviewed youth from Guatemala, Myanmar, and Bangladesh about cultural perceptions of reproductive health. In addition, Cibel supported SC’s YouthNoise division by contributing a teen-friendly reproductive health section to its Web site.

Amber Hopkins-Jenkins

*Senegalese Association of Family Welfare
(ASBEF)/Dakar, Senegal
Howard University '02, Journalism*

Amber supported ASBEF’s Youth Reproductive Health Center (CSRJ) in a variety of ways. She assisted with research on the prevalence and impact of arranged and forced marriages in Dakar communities, incorporating a youth aspect into the study. She also wrote short dramas on sexual abuse, rape, and sexual anatomy that the CSRJ theater group rehearsed. In addition, Amber helped conceptualize youth summer vacation activities such as reproductive health quiz bowls and an essay contest. She also accompanied CSRJ staff on a mobile health clinic and to workshops addressing infertility and teen pregnancy.

Vaneasha Jackson

Africare/Chipata, Zambia

Claflin University '02, Sociology

Vaneasha worked with Africare's Youth-Friendly Resource Center and World Space reproductive health communications program. She coordinated weekly forums for youth at the resource center and participated in radio talk shows addressing youth reproductive issues such as male-female relationships, HIV/AIDS, STDs, contraceptive methods, teenage pregnancy, prostitution, family planning, and sexual abuse. Vaneasha coordinated logistics for events designed to raise funds for the resource center's reproductive health library. She also assisted with Africare's exhibition at the Chipata Agricultural and Commercial Show and in the publication of the first World Space newsletter, *Afri-oye*. Finally, she was involved in planning community service activities to encourage interaction between the youth center and other community institutions.

"The most beneficial aspects of hosting an intern are not only the intern's technical support, but also the mixing of cultures and the sharing of experiences."

2002 MSI UNDERGRADUATE INTERN'S
HOST AGENCY REPRESENTATIVE

DEVELOPMENT OF NETWORKS

The Programs were able to bring our seven years' experience working with Historically Black Colleges and Universities to a process designed to strengthen working relationships among HBCUs, USAID, and other cooperating agencies.

We participated in brainstorming sessions with USAID and its partner, the Minority Health Professionals Foundation, on issues such as faculty outreach, potential partner schools, and strategic alliances between HBCUs and existing USAID cooperating agencies.

Odessa Johnson

Program for Appropriate Technology in Health (PATH)/Nairobi, Kenya

Claflin University '02, Sociology

Odessa supported several projects with PATH/Kenya. She tracked data and conducted evaluative surveys for PATH's pharmacy monitoring project, which aims to ensure that pharmacies are both accessible to youth and properly prescribing emergency contraception. Odessa also interviewed participants in PATH's Kenya Adolescent Reproductive Health Project to provide qualitative data for determining the project's sustainability and its effectiveness in raising reproductive health awareness among youth. She attended a workshop by the reproductive health organization AMKENI on the use of picture codes to discuss otherwise taboo subjects such as HIV/AIDS, incest, rape, and condom use. In addition, Odessa reviewed proposals submitted to PATH's Culture and Health Grants Program.

Javier Martínez Villanueva

*Project Concern International (PCI)/
Cochabamba, Bolivia*

*University of New Mexico '03,
Political Science & Economics*

Javier supported PCI's Carpa Lila (Purple Tent) project, a traveling health fair that promotes sexual and reproductive health (SRH) within Bolivian communities. Working with local community leaders and institutions, Javier helped plan, promote, and implement three fairs near Cochabamba. He trained local youth, medical personnel, and municipal authorities as volunteer SRH educators and game facilitators. In addition to his involvement with Carpa Lila, Javier worked to establish a sister city relationship between Cochabamba and Albuquerque, NM, in part to garner additional support for SRH education proposals generated after Carpa Lila events.

**NEW HOST AGENCIES,
NEW SCHOOLS**

The vast majority of our 2002 undergraduate internships took place abroad. Fourteen interns were placed with 12 host agencies in seven countries. New host agencies for interns included:

- Save the Children/USA;
 - ASDE/Peru;
 - ASBEF/Senegal;
 - PATH/Kenya;
 - SWAA/Senegal;
- PPY and Mexfam/Mexico;
 - Africare/Zambia; and
 - PLANFAMI/Peru.

Our interns came to us from four HBCUs and three HSIs. New schools represented include California State University, Los Angeles, an HSI, and Claflin University, an HBCU.

“Everything is correlated... population growth, degradation of the environment, and lack of opportunity in different parts of the world. Throughout my internship I learned to see the world from different perspectives.”

2002 MSI UNDERGRADUATE INTERN

Kamilah Munir

*Margaret Sanger Center International (MSCI),
New York, NY*

Howard University '02, Nutritional Sciences

Kamilah assisted MSCI with faith-based approaches to sexual and reproductive health (SRH) education. She coordinated logistics and publicity for a luncheon during which Jamaican and New York pastors discussed methods for addressing SRH issues with youth. She also edited a Jamaican trainer's resource guide for encouraging male involvement in adolescent SRH. In addition, Kamilah provided feedback on how to adapt to the Muslim context several sexuality education training manuals for Christian community leaders. She led a brown-bag discussion on Islam and family planning in which she shared an Islamic perspective on issues such as contraception, child spacing, and sexuality.

Esther Ohito

*Program for Appropriate Technology
in Health (PATH)/Nairobi, Kenya*

Hampton University '03, English Arts

Esther had several responsibilities with PATH/Kenya. She interviewed peer educators, school administrators, and community participants to gather qualitative information for an evaluation of the Kenya Adolescent Reproductive Health Project. She also interviewed participants in PATH's pharmacy monitoring project, which works to ensure that pharmacies' reproductive health services are youth-friendly. In addition, Esther documented the effectiveness of the reproductive health organization AMKENI's workshops that seek to foster Kenyans' understanding of health rights and responsibilities. Esther also edited a report describing beneficiaries of PATH's Culture and Health Grants Program, which supports traditional practices that have proven beneficial to communities.

“It has exceeded my expectations to be a part of this program, where I have truly learned and felt useful, and [have] the assurance that the Population Fellows Programs' staff will be there for me in the future.”

2002 MSI UNDERGRADUATE INTERN

FELLOWS SUPPORT
MSI INTERNS

Population and Population-Environment Fellows have become valuable mentors to recent MSI cohorts, and 2002 was no exception. Current and former fellows were involved in arranging MSI internships and/or hosting several interns:

- Amy Weissman mentored Cibel Hilerio at Save the Children/USA;
- Dorothy Nairne arranged Vaneasha Jackson and Rhonda Phill's placements with Africare/Zambia;
- Rikka Transgrud hosted Odessa Johnson and Esther Ohito at PATH/Kenya;
- Besem Obenson arranged Tara Ellison and Fiedra Hernández' placements in Peru;
- Kathleen Dowd-Gailey and Elizabeth Butrick worked together to host Loraine Cortez at Pronatura Península de Yucatán and Mexfam in Mexico;
- Sara Holtz supported José Bauermeister and Amber Hopkins-Jenkins in Senegal.

Rhonda Phill

Africare/Chipata, Zambia

*Howard University '02,
Health Sciences Management*

Rhonda's main project involved monitoring and evaluating Neighborhood Health Committee (NHC) activities. Africare trains local NHC members to mobilize their communities to implement action plans around contraception, birth spacing, and the prevention of HIV/AIDS and other communicable diseases. Visiting several districts in Chipata, Rhonda conducted interviews to document the preventive health activities initiated by NHC community leaders. She also helped edit an impact assessment based on these findings. She completed two case studies and a brochure on the roles of Africare and other NGOs involved with NHCs. In addition, Rhonda contributed to several project proposals and helped facilitate focus groups with Africare's Youth-Friendly Resource Center.

*“ I think that in the long
term, the MSI Initiative
will have a significant impact
on the way the field looks
and on the issues the field sees
as important and relevant. ”*

MSI FACULTY AND
ADVISORY BOARD MEMBER

GRADUATE INTERN



Elena Cyrus
MPH, University of Miami (FL)

Internship package:

Programs’ Summer Certificate Course in International Population, Family Planning, and Reproductive Health.

Population coursework at the University of Michigan including socioeconomic determinants of health in developing countries, budget practices in health education programs, women and fertility, techniques of survey research, and population change and public health.

MSI applied graduate internship with USAID’s Bureau for Global Health. Elena supported both

the Africa and the Asia/Near East Regional Teams in the Office of Regional and Country Support, and also provided assistance to Family Planning and Service Delivery activities in the Office of Population and Reproductive Health. She carried out a range of technical and administrative duties, such as preparing program and country briefings and educational presentations; contributing to press releases; reviewing proposals; and planning field officer visits and training sessions. Elena also participated in the Interagency Gender Working Group and helped coordinate a USAID-NGO consultative meeting.

Fellowship: EngenderHealth/Ghana, 1/03-1/05. Focus on male involvement in sexual and reproductive health.

“The MSI graduate internship and Population Fellows Program seem to be the ideal instruments for exposure and experience in this field....”

MSI GRADUATE INTERN

PROGRAM STAFF

The following are the Population Fellows Programs’ 2002 staff members:

Frank D. Zinn <i>Director</i>	Martha Decker <i>Manager, PEAK Initiative</i>	Anna Muncer <i>Recruitment Coordinator, Population Fellows Program</i>	Subcontracting Partner for the Population, Environmental Change, and Security Initiative
Jane L. MacKie <i>Deputy Director</i>	Vicki Faircloth <i>Administrative Assistant</i>	Chinyere Neale <i>Manager, Minority-Serving Institutions Initiative</i>	Geoffrey D. Dabelko <i>Director, Environmental Change and Security Project of the Woodrow Wilson International Center for Scholars</i>
Amber F. Ahmad* <i>Host Agency/Database Assistant</i>	Karen Fletcher <i>Program Secretary</i>	Cindy Payne <i>Administrative Assistant</i>	
Aimee V. Balfe <i>Publications Manager</i>	Mita Sengupta Gibson <i>Manager, Population- Environment Fellows Program</i>	Kevin Pereira <i>Computer Systems Specialist</i>	
Linda Berauer <i>Manager, Host Agency Relations</i>	Sarah Harrison <i>Program Coordinator</i>	Theresa Short <i>Program Administrator</i>	2002 USAID Officers
Shay Bluemer <i>Fellows’ Support Coordinator</i>	Jose L. Martinez <i>Recruitment Coordinator, Minority-Serving Institutions Initiative</i>	Ann K. Smith <i>Administrative Associate</i>	Rochelle Thompson <i>Cognizant Technical Officer, USAID Bureau for Global Health</i>
FJ Cava* <i>Recruitment Coordinator, Population-Environment Fellows Program</i>	Lisa Menardi <i>Event Coordinator</i>	Sandra Wiley <i>Manager, Population Fellows Program</i>	Tom Outlaw <i>Senior Technical Advisor, Population and Environment</i>
	Kelli Mineard <i>Publications Coordinator</i>		

* These staff members left the Programs during 2002 to pursue relevant graduate degrees.

Photo Credits: p. 2 (from left) Shelly Nicholson, Matthew Wunder, Jennifer Talbot; p. 6 Christa Myers; p. 7 (from left) Aimee Balfe, Frank Zinn; p. 16 (from left) Fiedra Hernández, Karen Schmidt; p. 19 Clare Ginger; p. 54 (bottom) Commercial Market Strategies/Senegal; p. 65 (top) Martha Decker; p. 89 Priya Agrawal. Unless otherwise noted, photos accompanying Ending Fellows' profiles are courtesy of the fellows themselves.

2002 PROGRAM ADVISORS

Our fellowship and internship programs receive guidance from Advisory Boards made up of leading academics and practitioners in the field. These advisors not only support our program development efforts but also review applicants and assess prospective host agencies.

Population Fellows Program Advisory Board

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School of Public Health*

Victoria Dunning
United Nations Foundation

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*Johns Hopkins University
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Medicine*

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*Thank you for your interest in
our programs. If you would like more
information on becoming
or hosting a fellow or intern,
hiring program alumni/ae,
or becoming involved in our
programs in some other way,
please contact us.*

The University of Michigan
Population Fellows Programs

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